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OF THE

CITY AND COUNTY OF SAN FRANCISCO

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RICHARD L. SWIG, Secretary.

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ALBERT P. LOUSTAU

OTTO F. WEBER

WILLIAM C. WILLIAMS.

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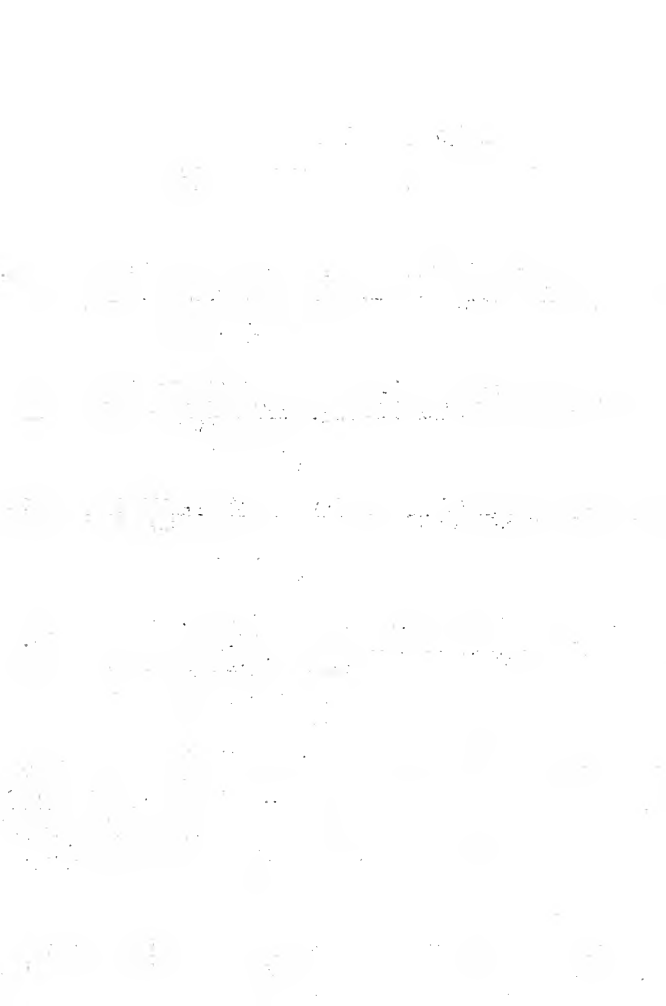
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James Bracisco  
Manuel R. Hipps  
Simon Hymes  
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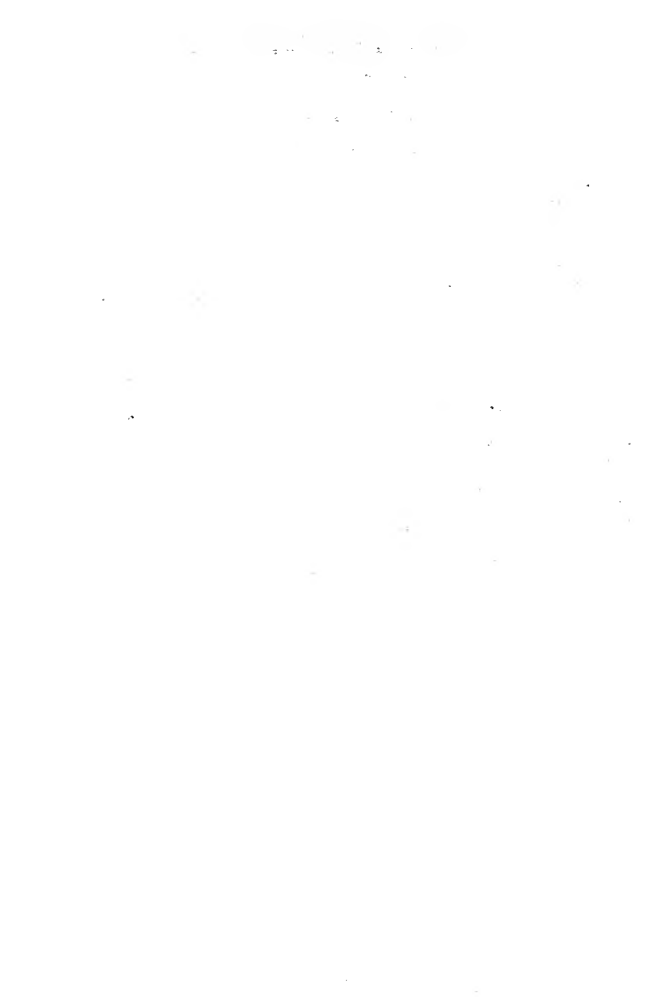
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December 31, 1963

Honorable C. Harold Caulfield  
Presiding Judge of the Superior Court  
City and County of San Francisco  
City Hall  
San Francisco 2, California.

Dear Judge Caulfield:

This is the report in final form of the 1963 Grand Jury. The Members of the 1963 Grand Jury, individually and as a group, did an excellent job in handling their responsibilities in connection with the cases brought before them each Monday night by the District Attorney.

The attendance record of this Grand Jury each Monday night and, as a matter of fact, in all matters including many committee meetings and special meetings of various sorts was exceptional.

This Grand Jury also followed a practice of inviting a top city official to visit with it for approximately an hour almost every Monday night. These meetings took place about an hour prior to the start of the hearing of cases. As a result of them, we believe that each Grand Juror obtained a far broader and more informative picture of that vast and intricate complex which goes to make up our city and county government. This Grand Jury was generally greatly impressed with the caliber of the men directing the affairs of our government.

With respect to its responsibility in the civil field, the various committees, under the able guidance of each committee chairman, also turned in a really commendable work. However, in this connection, I believe that any large county could be well served to call in from time to time a truly qualified group of management experts who would be able to go over a department "in depth". They would then make recommendations for improvements which could and should result in substantial dollar savings. A Grand Jury does not have the time and is simply not equipped to make such a "depth" survey.

I believe also, that the San Francisco Grand Jury should have a permanent representative. It would be the responsibility of this permanent representative to follow thru on the recommendations of the Grand Jury. As the situation now exists, it is possible and



highly probable-human nature being what it is - for a large part of the work of the Grand Jury - after possibly a brief flurry in the press-- to be promptly filed and forgotten. Such a representative should have no connection with a current grand jury. His work would commence after their's is finished.

The selection of a "permanent representative" might be on the following basis: The person selected preferably should have served as a grand juror. Originally such a person could be appointed by the Mayor, subject to confirmation by the Board of Supervisors and thereafter might be elected by the people. This representative would be responsible for the review, evaluation, and preparation of the necessary procedures to make effective the recommendations of the grand jury.

This Grand Jury was concerned with Juvenile delinquency. It is my own feeling that the shockingly disproportionate increase in juvenile crime, will not be reduced until there is a change in state law and philosophy. In this connection I was very much impressed by the article of the Honorable Robert Gardner, Judge of the Superior Court in Santa Ana, California, entitled, "The Error of 1899?". The substance of Judge Gardner's article, was to the effect, that the "ward of the court" approach had not worked especially with the confirmed "Juvie". The State of Montana largely thru the actions of Judge Lester H. Loble of Helena, Montana, has changed its laws and approach. I understand that the reduction in crime among juveniles in that state is almonst unbelievable.

The alarming increase particularly in major and violent crime generally is a symptom of decline. Increasingly, we seem to be either unwilling or unable as a people to make and enforce those laws and hard decisions, and to bear those burdens necessary for successful self-government. These observations apply not only to crime. If the trend continues, anarchy in varying degree, could well confront us as a people in the foreseeable future.

In closing, I extend to you my warm and sincere thanks for your fine counsel and help at all times. I wish also to thank Judge Carpeneti, who presided in your absence. I wish to thank Ralph Sheehan for his help and assistance, which was always promptly and ably given to my fellow jurors and me. The courts are indeed more than fortunate to have a man of Ralph Sheehan's abilities in their service.

Sincerely,

James J. Donohue, Foreman.





REPORT OF THE SPECIAL COMMITTEE OF THE  
1963 GRAND JURY ON THE JUVENILE SITUATION.

The 1963 Grand Jury in addition to its normal functions of acting as an indicting body and investigating body have undertaken the project of Juveniles and Juvenile Delinquency and are submitting the following findings, comments, opinions and recommendations.

This research project is being submitted with the hope that in some way the 1963 Grand Jury can assist in having a better understanding of all concerned regarding this major National problem that is also our local prime concern. It is the wish of the Grand Jury that these observations and thoughts are given consideration and further investigation and made a reality.

1. A JUNIOR LOG CABIN RANCH:

(a) Top priority should be given the formation and building of a Junior Ranch on the City's La Honda Property which is the present site of the Senior Delinquent Camp of boys 15 to 18 years.

RECOMMENDATION: That a Junior Boy's Camp be built for boys 10 years through 14 years.

2. CURFEW:

(a) Make parents aware of the existence of curfew hours and have juveniles off the streets by the curfew hours.

(b) Continue the issuance of citations by the Police Department to offenders.

3. FORMATION OF A COMMITTEE TO SPEAK WITH JUVENILES:

(a) Labor and Management to find jobs for delinquents after rehabilitation and relocate them in homes when necessary.

(b) Formation of a "half-way" house type of operation where released rehabilitated delinquents can call home base until proper adjustment with society.

(c) Recommend that aptitude tests be given and made a matter of record and to be used for proper counselling.

4. YOUTH GUIDANCE CENTER:

(a) Relocate foster children preferably in foster homes, but highly recommend that these unfortunate children be removed from Youth Guidance Center. Remove the stigma of the association of non-delinquents and Youth Guidance Center.

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Figure 1. The effect of the concentration of the *Agrobacterium* suspension on the transformation efficiency of *Agrobacterium* strains.

Figure 1. The effect of the concentration of the *Agrobacterium* strain on the transformation efficiency of *Agrobacterium* strain 10101. The concentration of the *Agrobacterium* strain was 10<sup>6</sup> cells/ml (●), 10<sup>7</sup> cells/ml (○), 10<sup>8</sup> cells/ml (△), 10<sup>9</sup> cells/ml (□), and 10<sup>10</sup> cells/ml (◇). The transformation efficiency was determined by the number of transformants per 10<sup>6</sup> cells of *Agrobacterium* strain 10101. The data represent the mean ± SD of three independent experiments.

[illegible]

REPORT OF THE SPECIAL COMMITTEE OF THE

1963 GRAND JURY ON THE JUVENILE SITUATION (Continued)

YOUTH GUIDANCE CENTER: ( continued)

(b) Close working conditions and understanding between Youth Guidance Center and Police Department.

1. Greater use of citations and less overnight bookings.

2. Calling in of parent or guardian and released with citation to appear.

(c) GROUP THERAPY FOR GIRLS:

1. Send qualified girls to their home **at night** with confinement to the home and returned the following morning.

2. A weekly group therapy session with either their mother or both parents or guardian.

(d) Rehabilitation program, either oral or educational movie showing the formation of a delinquent and parent and child responsibilities to each other.

5. INCREASE OF MONIES FOR FOSTER HOME CARE:

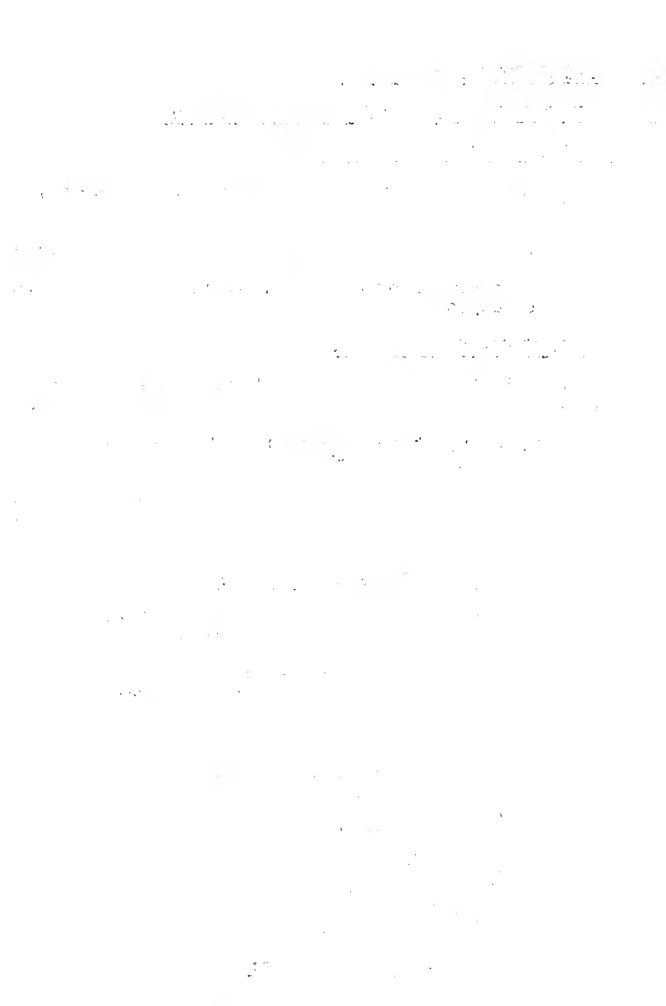
(a) Increase of monthly allowance to make it attractive and necessary for increase of foster home care as a vocation.

(b) A community effort to assist in removing the children from the non-delinquent cottages at Youth Guidance Center.

Angelo F. Mazza, Chairman  
Fred F. Barlettani  
James Bracisco  
Manuel R. Hipps  
Simon Hymes  
Albert P. Loustau  
Fred L. Martin  
Anthony S. Nocita  
William C. Williams.

Ex-officio members:

James J. Donohue, Foreman  
Richard L. Swig, Secretary.



## DISASTER CORPS.

### DEPARTMENT OF ELECTRICITY.

#### FIRE DEPARTMENT.

The Grand Jury Committee serving the Disaster Corps, The Department of Electricity, and the Fire Department, make the following recommendations and commendations as their final report.

## DISASTER CORPS.

1. Provide adequate means for the transportation of disaster supplies from the Oakland Supply area and various parts of San Francisco to proper storage facilities at Fort Mason.
2. Develop full storage facilities at Fort Mason.
3. Provide adequate manpower at the attack warning station at Youth Guidance Center.
4. Provide underground network of communications between fire, police, and Disaster Corps at Central Fire Alarm Station on Turk and Gough Streets.

## DEPARTMENT OF ELECTRICITY.

1. Provide necessary painters and technicians in replacing and repairing parking areas and parking meters for emergencies and at vacation periods.
2. The Department should have the necessary equipment to meet all the emergencies for which it would be held responsible.

## FIRE DEPARTMENT.

1. Continued support of the House Inspection Program to determine faulty wiring and other causes of fire.
2. Relocating the administrative office of the Fire Department to the former site of the Department of Electricity at 276 Golden Gate Avenue.
3. Commendation on the fact that at the end of the fiscal year the total number of employments remained at 1709. The number is 72 fewer than six years ago.

J. Russell Lane, Sr., Chairman  
Arthur J. Therien  
Otto F. Weber



## REDEVELOPMENT AGENCY.

1963 sees more redevelopment contemplated with no area yet finished. Even a member of the Agency is concerned about the continual reaching out for more acreage. Although it can be argued that this is the only way to destroy slums and rehabilitate run down and depreciated districts, it is working a hardship upon thousands of people within the City. The specious argument often heard about "Federal Government Money" being used seems to lose sight of the fact that it all comes from the tax payer's pocket.

Now that South of Market, Hunter's Point, and the nebulous area known as the "Transit Corridor" have been added to the Redevelopment portfolio, the total acreage of land under redevelopment is frightening AND NONE YET COMPLETED.

The 1962 Grand Jury indicated concern over the progress of the Western Addition, and this is still far behind schedule. International complications have clouded the Japanese Center, and caused a great loss to the City in potential taxes.

The lack of low and medium cost housing and rentals in any of the Redeveloped areas is a matter of grave concern, but this cannot be layed at the door of Redevelopment Agency. The land being developed must be sold at the best possible price, and the Building Codes and material and labor costs determine the ultimate value of the property. Without some form of subsidy low cost housing is impossible.

Our recommendation is that until more property has been returned to the tax roll and some low cost housing provided, the Redevelopment Agency should curtail its acquisition of new areas. Once territory is studied for redevelopment whether acquired or not, private enterprise ceases all improvements.

Jack Fletcher, Chairman  
Mrs. Hazel Mibach  
Harry G. Sweet.





## HOUSING AUTHORITY.

This Authority has now passed its quarter of a century anniversary in the City of San Francisco, and holds an enviable record for doing a much needed job for people who would otherwise suffer great hardship, and would in all probability not be available for the labor markets, if this housing were not available. It's history of accomplishments has been recited down through the years by other Grand Juries and needs no repetition.

The Authority owns property within the City with a replacement value in excess of \$102,000,000.00 which will be owned by the City free of all encumbrances by August 1, 1990. More than 315,000 people have been provided housing since its inception, and long waiting lists are still current. Some 2,726 temporary accommodations are required by State law to be removed by 1970, but plans are afoot to redevelop certain areas under Redevelopment process to accommodate this loss.

The Authority has a mandate to supply 3,000 units, and anything over this amount must be voted by the electorate. At present it is built within 200 of this number. Any replacement of permanent units lost because of freeway construction can be accomplished without using up a further amount of this Housing Authorization, but temporary housing cannot be replaced.

This Authority has paid to the City in lieu of taxes about \$285,000.00 in cash this year, and over the past years about \$5,000,000.00 in cash. It employs over 300 people with 22 policemen, and operates 20 permanent projects, and 5 temporary. The land upon which the temporary housing is situated costs about \$440,000.00 and is currently estimated to be worth \$4,000,000.00

It is the recommendation of this Grand Jury that the Authority expedite the demolition of all temporary housing with utmost dispatch, and with the least possible discomfort to the present residents. Because maintenance has been held to a minimum during the last few years on the temporary housing, and because the Authority has no control over the income of tenants in this type of unit, it is hoped that this land can be returned to the City earlier than the 1970 deadline.

Jack Fletcher, Chairman  
Mrs. Hazel Mibach  
Harry G. Sweet.



## HEALTH DEPARTMENT:

The Health Department continues to perform it's duties in the field of preventative medicine such as sanitation and housing inspection, health education, and tuberculosis and venereal disease control in a satisfactory manner.

The Health Department Committee of this Grand Jury has been interested chiefly in the facilities maintained by the City of San Francisco to care for it's sick and injured citizens. We would like to consider these facilities in more detail.

### 1. EMERGENCY HOSPITAL SERVICE:

This service provides extensive emergency care for any medical emergency occurring within the city and in the case of patients requiring hospital care and unable to pay for the treatment in a private hospital transportation by ambulance to San Francisco General Hospital is provided.

This service has often been cited as an example for similar services in other cities. In fact, the United States Public Health Service is now making a study to set standards for emergency hospital care and for emergency ambulances. San Francisco has been chosen as the city most suitable for this study.

It has been pointed out that emergency care of this type is a relatively expensive service on a per patient basis. To a degree this may be true but one must remember that "stand by" time by expensive personnel not constantly busy does increase per patient costs but is more properly compared with police and fire protection than ordinary medical care.

The committee recommends continuing the Emergency Hospital Service in the present form.

### 2. LAGUNA HONDA HOSPITAL:

This hospital serves chiefly our aged population who are homeless and ill without financial resources for private hospital or nursing home care. Hospital beds at this institution remain filled to capacity. Several solutions have been proposed to relieve this congestion. The most reasonable proposal at present is to convert Hassler Health Home to a hospital for chronically ill patients to relieve this bed shortage. Long term provision for additional beds will be necessary as there will be a continuing increase in the demand for hospital beds for the aged and chronically ill. The San Francisco General Hospital cannot meet this demand. New facilities must be developed.

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## HEALTH DEPARTMENT: (Continued)

### LAGUNA HONDA HOSPITAL (Continued)

Another phase of care provided at Laguna Honda Hospital is receiving increasing attention. This is an extensive rehabilitation program. However necessary care of aged and hopelessly ill persons may be, our most vigorous efforts should be directed toward rehabilitation and returning patients to active life and if possible employment outside of the hospital.

The committee recommends that rehabilitation work continue and where possible be augmented.

#### 3. HASSLER HEALTH HOME:

Plans have been made and will shortly be carried out for the complete conversion of Hassler Health Home to a hospital for chronically ill patients from a hospital for treatment of tuberculosis. All patients with tuberculosis will be treated at San Francisco General Hospital.

The committee recommends that these plans be carried out as quickly as possible in order to relieve the shortage of hospital beds at Laguna Honda Hospital.

#### 4. SAN FRANCISCO GENERAL HOSPITAL:

This hospital continues to function at high level of good patient care in spite of crowding which is due chiefly to a heavy load of chronically ill patients who could be better and more cheaply cared for at Laguna Honda Hospital were space available.

There is a long range plan to build a new medical center to replace San Francisco General Hospital and probably Laguna Honda Hospital as well. The present San Francisco General Hospital is an inefficient type of hospital in some respects due to the decentralized areas with multiple wings connected by long corridors. A modern high-rise hospital can be operated with fewer hospital employees per patient.

The committee recommends that the replacement of San Francisco General Hospital be considered as soon as possible. Certain essential maintenance should continue and plans for remodeling the x-ray department and surgical suite should be carried out. Other expensive rebuilding should be deferred until a decision is made regarding a new hospital.

We would again like to stress the importance of meeting all requirements for accreditation of this hospital by the Joint Commission on Hospital Accreditation. This particularly involves keeping hospital records up to date by an adequate record room staff.

The first of these is the 'cultural' approach, which views culture as a set of shared values, beliefs, and practices that shape human behaviour. This approach is often associated with the work of anthropologists such as Clifford Geertz and Emile Durkheim. The second is the 'biological' approach, which views culture as a product of genetic and environmental factors. This approach is often associated with the work of scientists such as E. O. Wilson and Richard Dawkins. The third is the 'psychological' approach, which views culture as a product of individual psychological processes. This approach is often associated with the work of psychologists such as Sigmund Freud and Carl Jung.

Each of these approaches has its strengths and weaknesses. The cultural approach is useful for understanding the social and historical context of human behaviour, but it can be difficult to measure and quantify. The biological approach is useful for understanding the genetic and environmental factors that influence human behaviour, but it can be difficult to distinguish between genetic and environmental influences. The psychological approach is useful for understanding the individual psychological processes that influence human behaviour, but it can be difficult to measure and quantify.

Despite these limitations, each of these approaches has contributed to our understanding of culture and human behaviour. The cultural approach has helped us to understand the social and historical context of human behaviour. The biological approach has helped us to understand the genetic and environmental factors that influence human behaviour. The psychological approach has helped us to understand the individual psychological processes that influence human behaviour. Together, these approaches provide a comprehensive understanding of culture and human behaviour.

In conclusion, culture is a complex and multifaceted phenomenon that has shaped human behaviour throughout history. It is a product of social, biological, and psychological factors, and it continues to evolve and change over time. Understanding culture is essential for understanding human behaviour and for improving the human condition.

The study of culture is a multidisciplinary field that draws on the methods and theories of anthropology, biology, psychology, and other disciplines. It is a field that is constantly evolving and changing, and it is a field that is essential for understanding the human condition.

One of the most important aspects of the study of culture is the study of the relationship between culture and human behaviour. This relationship is complex and multifaceted, and it is a relationship that is constantly evolving and changing. Understanding this relationship is essential for understanding human behaviour and for improving the human condition.

Another important aspect of the study of culture is the study of the relationship between culture and society. This relationship is also complex and multifaceted, and it is a relationship that is constantly evolving and changing. Understanding this relationship is essential for understanding society and for improving the human condition.

Finally, one of the most important aspects of the study of culture is the study of the relationship between culture and the individual. This relationship is also complex and multifaceted, and it is a relationship that is constantly evolving and changing. Understanding this relationship is essential for understanding the individual and for improving the human condition.

In conclusion, the study of culture is a multidisciplinary field that is essential for understanding the human condition. It is a field that is constantly evolving and changing, and it is a field that is essential for understanding the human condition. Understanding culture is essential for understanding human behaviour and for improving the human condition.

The study of culture is a field that is constantly evolving and changing, and it is a field that is essential for understanding the human condition. Understanding culture is essential for understanding human behaviour and for improving the human condition.

HEALTH DEPARTMENT:(Continued)

5. ALCOHOLISM:

The Health Department Committee has been interested in the care provided for chronic alcoholics, although this is not entirely a Health Department problem. We have been favorably impressed with the rehabilitation center for alcoholics at the San Bruno jail and recommend that efforts at rehabilitation here and at the Adult Guidance Center be continued and if possible augmented.

Dr. Earl B. Fenston, Chairman  
Simon Hymes  
Albert P. Loustau  
Mrs. Hazel M. Mibach.





### CHIEF ADMINISTRATIVE OFFICER:

The Charter provides that the Chief Administrative Officer be appointed by the Mayor and the appointment confirmed by a majority vote of the Board of Supervisors. Since he is appointed for life and may be removed from office only by popular recall, or by a two-thirds vote of the Board of Supervisors after the filing of formal charges and a public hearing, he is permitted to act without interference.

The Charter makes the Chief Administrative Officer responsible for the supervision of the following departments: Public Health, Public Works, Finance and Records, Purchasing Department, Real Estate Department, Agriculture, Weights and Measures, Electricity and Coroner. These departments employ over 5,000 individuals or about 25% of the total employed by the City and County of San Francisco. This Committee is not reporting on the activities of the foregoing departments since they will be reported upon by other Grand Jury Committees.

The Chief Administrative Officer is responsible, subject to the approval of the Mayor and the Board of Supervisors for budgeting the spending of funds obtained from the 3% Hotel Tax on transient guests. Some criticism has been made regarding the expenditure of these funds. It is recommended that a Board be selected by the Mayor or the Board of Supervisors to establish a definite policy for the spending of the Hotel Tax Fund.

For a number of years a delay has existed in the review of building permit applications and in the issuance of related permits. This situation is costly to applicants. It also causes postponement of construction work which would not only benefit the economy of the City and County, but would speed up the addition of valuable properties to the tax rolls. While the efforts of the Chief Administrative Officer has improved this situation, the problem continues to exist. Because of the serious and costly nature of the delays and the many years the problem has existed, it is imperative for the Chief Administrative Officer to give his prompt, personal attention to this matter.

### RECOMMENDATIONS:

1. Expenditures of revenues obtained from the Hotel Tax be determined by a Board rather than by the Chief Administrative Officer.
2. Immediate action be taken to expedite the review of building permit applications and the issuance of related building permits.

Anthony S. Nocita, Chairman  
Fred. F. Barlettani  
Jack Fletcher.



TREASURER:

The Committee visits to this office and discussions with the Treasurer indicate that the department is functioning in accordance with the City Charter and state law.

The Treasurer has definite plans to bring this office up to date architecturally, as well as, providing security and protection for his office and employees. It is the recommendation of this Committee that these plans be given consideration. It is to be noted that this office is fundamentally the same as it was when the City Hall was erected and that there has been no substantial changes in this office in the past thirty-two years.

The new burglar alarm system will soon be installed. It is gratifying to this Committee to feel that its recommendations along with those of previous Grand Jury Committees have been instrumental in bringing about this accomplishment.

Our commendations to the Treasurer for the high morale maintained in his office.

Arthur J. Therien, Chairman  
Manuel R. Hips  
Walter J. Murray



## POLICE DEPARTMENT

Inasmuch as the activities of the Police Department are so varied, we will attempt to make recommendations by department.

1. CANINE CORPS While looked at askance by some people, we have found this a very important part of police work. These dogs are indispensable for certain types of operation.

RECOMMENDATION Continuation and expansion.

2. COMMUNICATIONS. This activity has contributed to speedy apprehensions in many cases. We believe there would be many more unsolved crimes in San Francisco were it not for the extreme efficiency of this department.

RECOMMENDATION No change in this activity.

3. CRIME LABORATORY This activity is regarded as one of the finest in the country. Through this Crime Laboratory's investigative processes, crimes are solved in record time. Furthermore, evidence is analyzed so completely and quickly, that the percentage of guilty pleas have increased tremendously, thus saving lengthy and expensive trials to the taxpayer.

RECOMMENDATION No change in this activity. We are informed that the equipment of the laboratory at the present time is complete, but no expense should be spared to equip this laboratory with the latest and best instruments at all times.

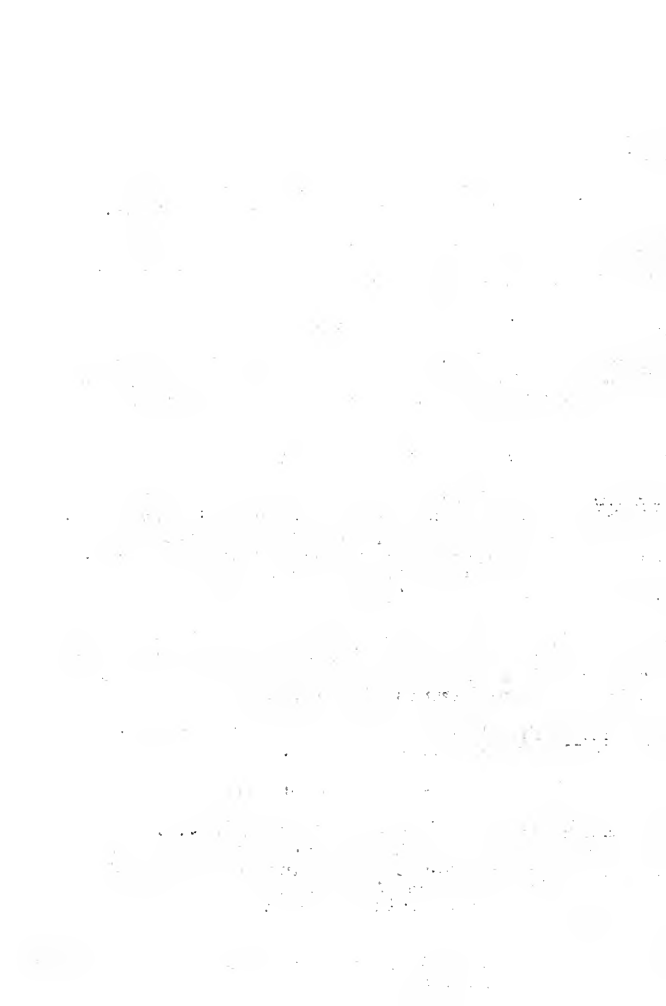
4. INSPECTOR'S BUREAU This bureau is unusually efficient and noted for its ability to break difficult cases.

RECOMMENDATION No change in this department.

5. NARCOTICS DIVISION The rate of dangerous drug addiction has steadily come down due to the activity of this department. Marijuana is still a major problem but is being dealt with and reduced continually. Methedrin and allied drugs will continue to be a rough problem until proper legislation enforces sterner prescription regulations.

RECOMMENDATION

- a. Continued public instruction on the dangers of narcotic use.
- b. Proper legislation requiring three-copy prescriptions on drugs of the Methedrin type.



POLICE DEPARTMENT (Continued)

6. STATION HOUSES Precinct stations would be havens and command posts in the event of National disaster and, therefore, should be maintained.

RECOMMENDATION

- a. Continue this activity.
- b. Better housekeeping in the Station Houses should be stressed.

7. RECRUITMENT The department maintains very high standards in its acquisition of police officers. However, general attrition seems to hold the balance even against the number of new recruits completing the Police Academy.

RECOMMENDATION

- a. Continue high standards of mentality, health and stature.
- b. Increase the police force by at least 200 men.
- c. More intensive recruiting from colleges and the military.

8. AUXILIARY POLICE These men are very efficient on traffic duty.

RECOMMENDATION

- Continue this operation.

9. S-SQUAD In times of emergency, the S-Squad is activated and performs well.

RECOMMENDATION

- Continue this activity.

10. CIVILIAN CLERKS These clerks take over many of the duties which release officers to police duties.

RECOMMENDATION

- Continue

11. PARKING PATROLMEN For the same reason as above, we find this operation to be efficient. While the efficiency of parking patrolmen was impaired while working on a four hour basis, we find that working on an eight hour basis, the activity is important.

RECOMMENDATION

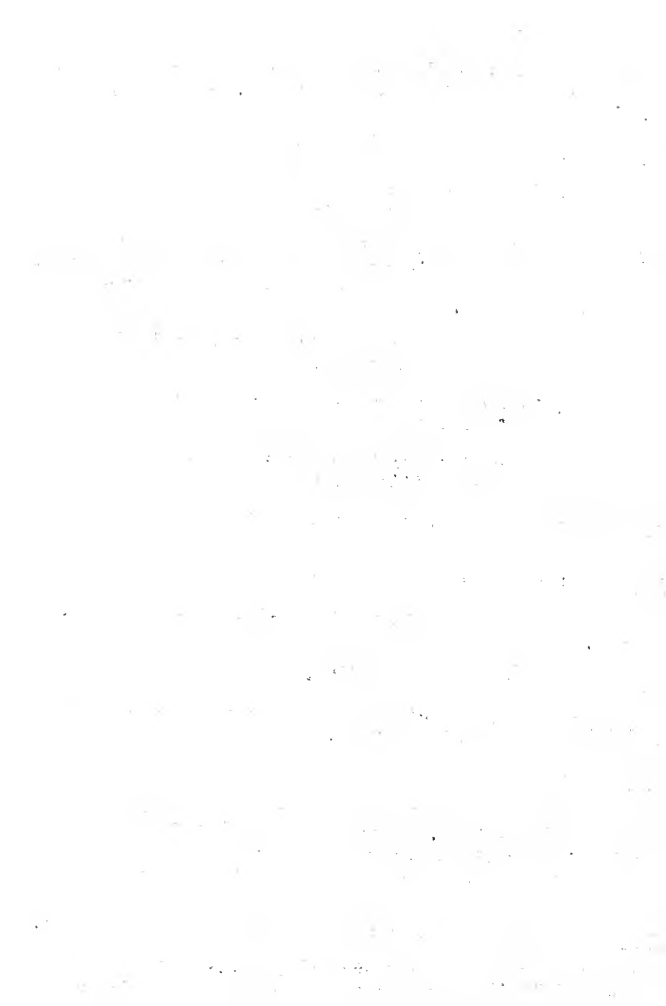
- Continue this activity on an eight hour basis.

12. SCHOOL SAFETY PATROL In forty-one years, no child traffic fatality has occurred at any intersection guarded by a school safety patrol.

RECOMMENDATION

- Continue and expand, if necessary.

13. IDENTIFICATION BUREAU This Bureau is charged with record-keeping of identification cards, prints, photography, and physical





## POLICE DEPARTMENT (Continued)

entries. This Bureau does an outstanding job.

RECOMMENDATION Continue and expand, if necessary.

## GENERAL CONCLUSIONS

We find morale and esprit de corps, of the Department, to be very high. We can find no basis for any charge of poor morale.

We feel that the probable ten years of night duty facing a patrolman upon entering the Department to be a deterrent in his joining the Department. We would suggest that perhaps some swing in watches should be studied to permit men of fewer years in the Department more day duties. We also realize how difficult this can be because present members of the Department have gone through approximately 10 years of night watches. However, we feel some study should be attempted along these lines.

We also recommend study of the feasibility of changing the administration to this structure: First, Chief of Police; second, an Assistant Chief of Police; third, five Deputy Chiefs, each of whom would be in charge of Patrolmen, Traffic, Detectives, Juvenile, and Administration. We feel that presently the Chief and Deputy Chiefs are beset by many duties that could be delegated to Deputy Chiefs, thus increasing general efficiency.

We feel that more stringent regulations on hand-guns should be enacted. The ease with which criminals are able to obtain these weapons is appalling. We feel that crime could be greatly reduced if the acquisition of these weapons became more difficult.

We feel, further, that new legislation should be enacted to implement police work. The laws and decisions seem only to protect the criminal element and no thought seems to be given to the victims of these criminals.

We feel that the problems in San Francisco have changed appreciably in the last twenty years, but, we believe that our police work has kept up well with these changes. Problems in a City that is a port of entry are much greater than that of cities away from the Coast.

We believe that the Chief of Police, the Commissioners, and the entire Police Department, have handled our police affairs well and deserve commendation. They have kept up with the latest methods of crime prevention and apprehension. We find, further, that our police relationship with other peace agencies, such as the FBI, Sheriff's Office, State Police, etc., has resulted in the very highest cooperation between these agencies.

Simon Hymes, Chairman  
James Bracisco  
Dr. Earl B. Fenston



#### PARK AND RECREATION:

This Committee, during the past year, has met on many occasions with the General Manager of the Park and Recreation Department and his successor. The Department's cooperation deserves the highest commendation from this Committee. Efficiency of operation of the Department is indicated by the fact there is not an area of the city that is not touched in some way by the services of the Park and Recreation Department. The year was one of accelerated activity. Marked changes in programs and methods of operation continued the changes initiated in the two previous fiscal years. These programs anticipated and gave effect to the completion of many projects financed through previous bond issues and current appropriated funds.

#### RECOMMENDATIONS:

1. Institute an outdoor activities program for Foster Children who are wards of the Juvenile Detention Home. The obvious purpose of this program would be an aid to social adjustment. This problem is of deep concern to this Committee as well as the community.
2. That the 1964 Grand Jury check the progress of recreation for the handicapped.
3. McLaren Park - thorough re-examination of the program for the development of Mc Laren Park. Playground - water system - landscaping.
4. As this Department works on a very close budget, we recommend that its budget be allowed in its entirety.

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#### ACADEMY OF SCIENCES:

The California Academy of Sciences was established in 1853. It is a non-profit scientific and educational organization governed by a Board of Trustees currently consisting of twenty-five individuals who serve without compensation.

The Academy was established to:

1. Promote the sciences.



## ACADEMY OF SCIENCES (Continued)

2. Conduct original research and maintain suitable facilities therefor.
3. Gather and maintain collections of objects pertinent to the purpose of the corporation, make them available to students and display appropriate portions of them to the public, through the media of museums or other forms of exhibition.
4. Maintain libraries and scientific works and collection of illustrative material.
5. Prepare and distribute material pertaining to science and education in the sciences, and through any appropriate means to offer education in the scientific field.

## ACHIEVEMENTS AND REPUTATION

For over one hundred years the Academy has been engaged in fulfilling its objectives and has enjoyed a reputation in the field of natural science unsurpassed and perhaps unequalled by any institution in the western part of United States. This reputation is based on its collections, libraries and publications.

In recent years the Academy has expanded its activities greatly in the field of public education and conveniently brings to us an intimate reliable description in words and pictures of many of the wonders of the world of science.

The Academy sponsorship of the television program "Science in Action", the 200,000 scientific and technical documents in its library; The Steinhart Aquarium and Morrison Planetarium are some of the features which make it outstanding among institutions of its kind.

The amazing growth of the Academy of Science must not stop - the cultural and educational contribution to the community and even the civilized world, makes fiscal costs insignificant.

The Academy hosts two and a half times De Young's Visitors and four times the number of persons visiting the Palace of the Legion of Honor.

The Academy has exhausted its endowed funds, and has made every effort to raise additional funds. Private corporations of Northern California have assisted with substantial emergency donations. The situation has now reached a point of decision for City support.

## RECOMMENDATIONS - One of three alternatives:

1. The City must accept full responsibility for the support of all public activities. This would mean a further substantial increase in monies furnished to the Academy under the



ACADEMY OF SCIENCES (Continued)

annual budget.

2. An amendment to Section 52 that will allow the Academy to charge admission. In addition to amending Section 52 it would be necessary to obtain court approval to allow charging admission to the Steinhart Aquarium.

3. Some of the 2,000,000 who visit the Academy each year are tourists attracted to the City by this cultural asset, thus the Academy in our opinion should logically receive support from the so-called "Hotel Tax," the receipts of which are obtained in part from those who visit the Academy.

James Bracisco, Chairman  
Albert P. Loustau  
Harry G. Sweet

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## REAL ESTATE DEPARTMENT:

It is the function of the Real Estate Department under the Director of Property to conduct all purchases, sales, leases, rentals and other transactions in connection with the acquisition and disposition of all real estate holdings of the City and County of San Francisco. These holdings have a present appraised value of roughly three quarters of a billion dollars (\$734,000,000).

The Real Estate Department does not determine when a particular parcel of property is no longer necessary for use by the City; nor does this Department evaluate the current value of any City and County owned property used by a particular City or County Department in relation to the purposes for which it is presently used.

There has been a continuing growth and development within the City and County that could, does, and has affected the value of properties owned by the City and County. The value of some parcels of property has increased, while other have decreased. The following two examples will illustrate the point.

A block of land bounded by Powell and Stockton, North Point, and Beach Streets, containing 113,437 square feet. This property owned by the City is used by the Municipal Railway to park its buses. When acquired the property was relatively inexpensive and not of particular value for private use. It is adjacent to Fisherman's Wharf and its present value is \$737,000.00. This property should be restored to private ownership and to the tax rolls. Put to its highest and best use under private ownership, this in turn would enhance the value of adjacent property and its use. Meanwhile, the City could obtain the use of less valuable property for such a limited use as Bus parking for less than the taxes derived from the more valuable land.

Another example but of a slightly different kind is the Lincoln Building property at Market and Fifth Streets. This property is valued at \$7,000,000.00. It is the property of the School Department and is the site of the old Lincoln School. The school was destroyed by fire and earthquake in 1906. The school was never rebuilt. It has not been used for school purposes for the past fifty-three (53) years. For the past twenty (20) years the property was producing a rental to the School Department of \$354,000.00 per year. Due to the establishment of shopping centers in outlying districts, habit changes of the buying public and many other causes, the rental on a new lease, recently entered into has been reduced to \$306,000.00 per year, a reduction of \$48,000 per year.



REAL ESTATE DEPARTMENT (Continued)

This Committee recommends that there be appointed a group consisting of experts in the field of real estate investment to conduct a survey of the vast real estate holdings of the City and County of San Francisco for the purpose of investigating the value of the various parcels of City and County owned real property in relation to the value of the use to which said property is employed, with its suggestions for the disposition or acquisition of properties where it is economically or otherwise desirable.

Harry G. Sweet, Chairman  
Walter J. Murray  
Anthony S. Nocita  
Otto F. Weber



## DEPARTMENT OF EDUCATION:

The final report of the 1963 Grand Jury with regard to the Department of Education covers the following points: teachers' salaries, building maintenance and modernization, attendance zones, the office of the superintendent and the Board of Education.

### TEACHERS' SALARIES:

This past spring various teachers' organizations asked the Board of Education for an eight percent increase in salary for the fiscal year. The Board granted them a four and one-half percent raise. We feel this increase was quite adequate. They had received a five percent increase the previous year. The salaries of the teachers in the City and County of San Francisco are among the highest in the state, and most areas of the United States. The median salary is in the neighborhood of \$8,200.00, and any further increase would have to come from an increase in the tax rate.

### BUILDINGS, MAINTENANCE AND MODERNIZATION:

School buildings in San Francisco, with one exception, range in age from fifty years to less than one year. Construction has followed population movements, new residential developments and replacement needs. There is no pattern of correlation between age or attractiveness of the buildings, and the racial composition of the students. Children of all races go to school in all kinds of buildings.

Maintenance of buildings follows a schedule designed to distribute equitably the funds budgeted for this purpose. In the poorer communities every effort is being made to maintain the buildings. When an overcrowded condition exists, efforts are being made to supply more classroom space.

### ATTENDANCE ZONES:

Attendance zones for elementary and junior high schools are outlined and adjusted by the Superintendent's office. We feel these zones are satisfactory and arranged in such a way to produce harmony

The term "segregation", which has been so prevalent in the news during the past year, whether it is de jure or de facto is a misnomer as applied to the San Francisco schools. Segregation is an overt act that has not occurred. Because of socio-economic conditions there is a racial imbalance in some schools. High schools, because of wide attendance zones, are less affected by the racial problems.



DEPARTMENT OF EDUCATION:(Continued)

ATTENDANCE ZONES: (Continued)

Equal education does exist in the school system. Transportation by bus because of racial imbalance would be a burden to the children, parents, and tax payer. We think it is not necessary.

OFFICE OF THE SUPERINTENDENT AND  
THE BOARD OF EDUCATION:

The Superintendent and the Board of Education have done, and are doing, an excellent job in the education of the children of the City and County of San Francisco. The Superintendent's Office and the Board of Education work in great harmony with one another. As a result, this makes the San Francisco District one of the best organized in the country.

The appointment of Dr. William Cobb as Assistant Superintendent in charge of Human Relations, early this fall, as recommended in the Ad Hoc Report is a step forward in lessening the racial tensions that exist today with regard to public schools in San Francisco.

William C. Williams, Chairman  
Dr. Earl B. Fenston  
Fred L. Martin.





CONTROLLER:

The City Charter calls for periodic audits by a Certified Public Accountant and the Jury has been kept up-to-date with these reports. The Committee, on the basis of these reports, feels that this department is functioning properly.

The Electronic Data Processing Program is now progressing according to plan and it will be about two years before all the city departments have been incorporated into the plan. No personnel has been eliminated up to the present time on account of the E.D.P. As time goes on positions will be eliminated in conjunction with regular Civil Service Retirements. The E.D.P. has great potentials for the City and as time goes on the many uses and scopes of this system will become an active part of the program.

Most all of the E.D.P. machinery is on a lease basis due to the fact that terrific improvements are continually taking place which would make it impractical to buy at this time.

Further provisions in the City Charter pertaining to this office have been carefully followed out by the Controller with the result that San Francisco's Bonds enjoy an excellent market.

No specific recommendations are to be made at this time, however, commendations are extended to the Controller and his staff for the excellent job they have done.

Arthur J. Therien, Chairman  
Manuel R. Hipps  
Walter J. Murray.



## PARKING AUTHORITY

### RECOMMENDATIONS

1. Further extension of the Fifth and Mission Garage to Fourth Street with probable air rights for offices above. This would give access west on Fifth Street and south on Fourth Street, being a one-way street south.

This facility has demonstrated and accommodated cars to full capacity from the day it was completed adding additional parking for downtown offices, neighborhood stores and light industrial areas. Further addition would accommodate more off-street parking and would be an added asset to the new South-of-Market-Redevelopment and would possibly serve the new Rapid Transit System.

2. Additions to the Sutter-Stockton Garage to Bush Street to further alleviate parking on Bush Street and financial district.

3. Construction of restroom facilities in the Civic Center Plaza above the Civic Center Garage suitably located to blend in with the surrounding landscape.

Nuisances which have existed since the opening of this garage have presented serious problems on the stairs to the lower levels of this garage and a hazard to patrons of the garage by itinerant people who frequent these levels.

Policing in these areas if doors are left unlocked should be done at various times during the day and evening.

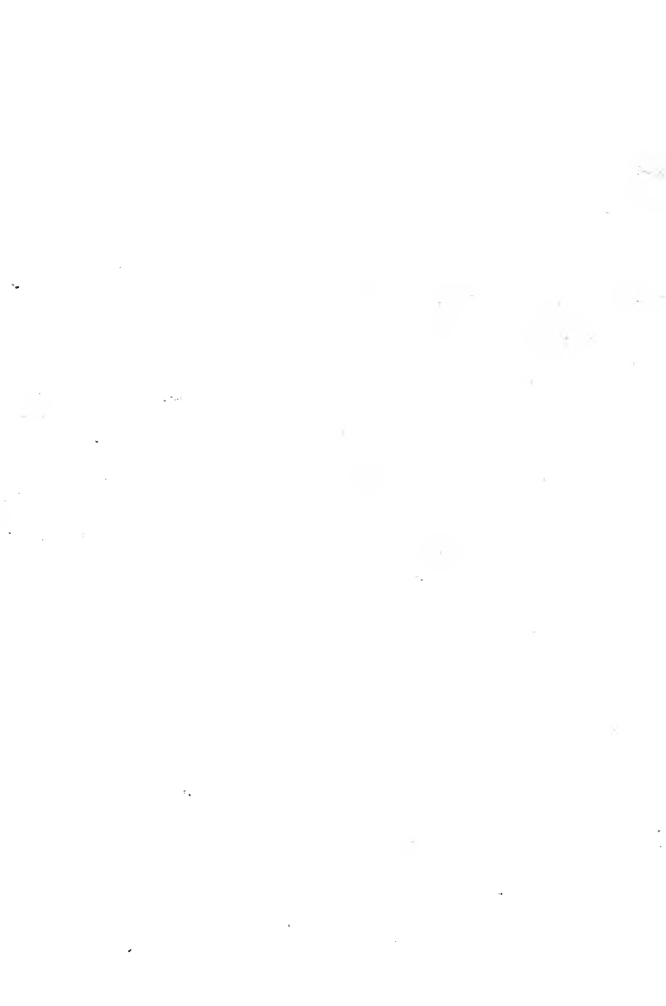
Lessee should be by contract forced to hire a security officer comparable to the Fifth and Mission Garage.

4. All parking lots which have been acquired by the City as off-street, neighborhood parking and then leased to the lessees should be covered by the lease to operate around the clock by use of attendants or meters.

Parking lots at the present time close on designated evenings and specified hours adding to congested street, night parking.

All neighborhood parking lot leases should be renewed by bid when lease expires.

5. Properties selected for neighborhood off-street parking should be located on property which will not add to traffic problems entering and leaving the parking lot.



## PARKING AUTHORITY (Continued)

Some of these parcels of property demand a very high value for acquiring and demolition.

6. The Parking Authority shall work with the Rapid Transit Authority if there is need of further parking facilities along the route of the transit route -- especially in downtown areas.

The Parking Authority and members on the staff should be complimented on all the present facilities now in use, for the effort put forth by the Parking Authority for parking facilities which have eliminated serious parking problems in the financial and downtown areas and plans to alleviate neighborhood parking problems.

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## MUNICIPAL RAILWAY

### RECOMMENDATIONS

1. A separate transit commission be established to be held responsible for the control of all operations of the Municipal Railway as recommended by past Grand Juries.

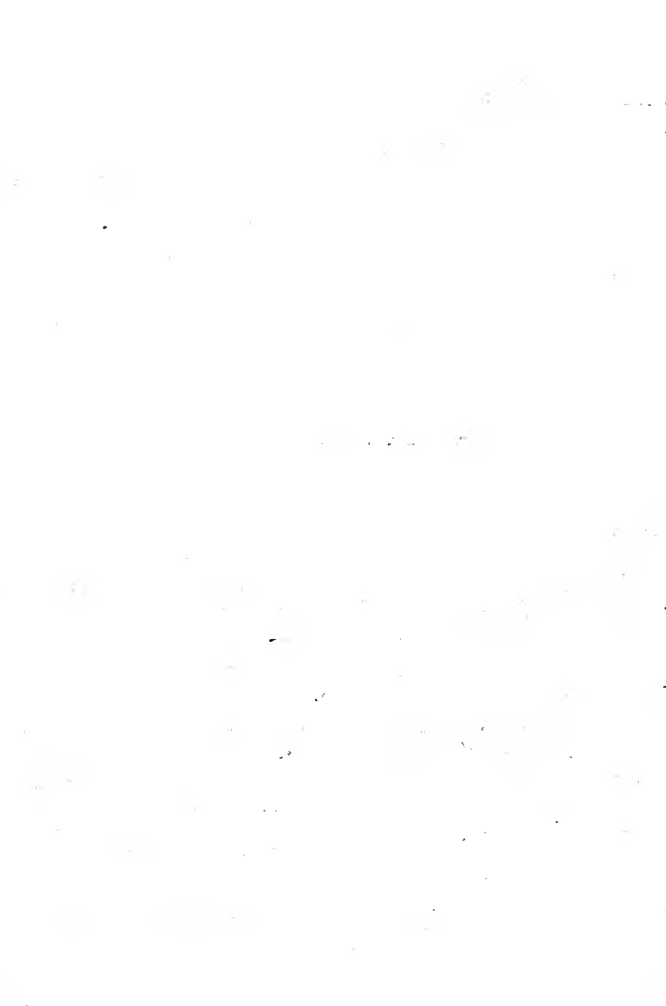
2. Fare increases are inevitable with the ever-mounting deficit which is upward year after year.

San Francisco's present 15¢ car and bus fare is the lowest in the country for cities of the same size. Opposition to fare increases state an increase would create greater parking problems in the downtown sections of our city, which would develop by increasing the fares. This probably would occur for the first few weeks of the fare increase. When the fares were raised from 10¢ to 15¢ the public resented the raise at first, but finally became reconciled to the change.

If bus and car fares were increased comparable to our larger cities the deficit would be lowered and taxes would become lower for the taxpayers of San Francisco.

Increased fares would pertain to all means of transportation: ball park express service, shuttle service and school ticket books, and with unlimited transfer service.

As fares have not been raised since June 1952 and other transportation companies throughout the country have raised their fares due to increased cost of operation, serious thought should be given to cut down the tax subsidy from the general fund and lower



## MUNICIPAL RAILWAY (Continued)

the ever-increasing deficit which at present will be around seven million dollars by raising the fares.

3. Increase in accidents due to personnel and mechanical failures have run accident claims into thousands of dollars. Claims are paid weekly as they are presented to the Public Utilities Commission and paid by action of the Commission.

If necessary, more safety inspectors should be employed and employees be indoctrinated in operating the Municipal Railway's street cars and busses with more safety for the people who ride on this equipment.

A periodical physical check-up at various intervals of all operators should be mandatory.

4. With rapid transit now a reality proper steps should be taken for management of the Railway to acquaint themselves with the problems confronting both rapid transit and the Municipal Railway to provide the best transportation possible for the people of San Francisco.

Committees should meet with each other so as these problems arise suitable plans can be carried out to maintain and operate the best service possible.

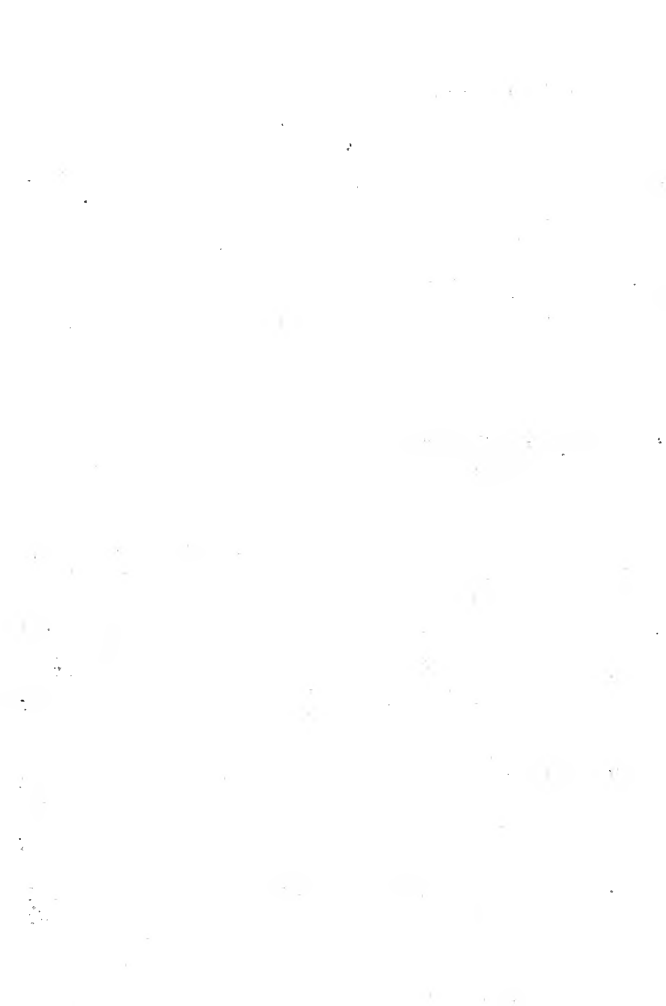
5. a. Old Geneva car barn is in need of immediate repair in order to provide safety to the personnel who are working in this building. Conditions within the building are a detriment to all who are employed there. The Building Inspection Department should investigate this old brick structure for structural soundness.

b. Elkton Yards These corrugated buildings have served their purpose and are badly in need of repair and repainting. They are an eyesore to the district in which they are situated. Interiors of these structures also need repair and proper modern facilities should be installed for the employees who work within.

c. Mason Street Cable Car Barn Steps should be taken if this cable car barn is to be used exclusively for cable cars. It should be repaired, maintained and repainted, both on the exterior and interior, so it will be presentable to employees who work there and to the residents of the surrounding area.

d. Proper inspection of poles for trolleys should be maintained. Many poles are very badly corroded due to lack of upkeep and repair.

e. Both street cars and busses be replaced periodically if past the repair stage.





## MUNICIPAL RAILWAY (Continued)

f. Fare boxes be kept up to date with latest mechanical devices to provide foolproof and efficient service.

g. While machinery is being replaced during the Mason Street cable car shut-down, maintenance, painting and repairs should be done while replacement parts to the machinery is being installed.

6. In conclusion, maintenance of equipment, repairs to present structures and general upkeep should be maintained at all times. If not, costly repairs will follow. Fare increases will have to be in line with other large cities in order to keep the deficit down and again put the railway operating in the black.

Otto F. Weber, Chairman  
Harry G. Sweet  
William C. Williams



## CIVIL SERVICE:

The primary function of the Civil Service Department is recruiting personnel and review indicates that at this time there is a critical need for improvement in this Area. Presently, therefore, recommendations pertaining to the Civil Service Department are as follows:

1. That arrangements should be made with the San Francisco Unified School District to assist in the recruiting of clerical and semi-skilled help by administering examinations in the schools as entrance civil service examinations from which eligible lists could be established.

- (a) Encourage the School Department to advise and counsel students regarding opportunities in the municipal service.

2. That liaison be established with the bay area colleges and universities for the recruitment of technical and professional personnel.

- (a) Also that a student internship program be established similar to the successful one in use by Los Angeles City and County.

3. That a flexible staffing program be initiated similar to that presently in use by the State of California; that is, to recruit at the junior level but after one year of continuous satisfactory performance the incumbent is automatically advanced to the next level without examination.

4. That longer eligible lists be created with a life of four years rather than two years.

5. That temporarily more of the technical staff of the Civil Service Department be used for writing and administering examinations in order to eliminate the backlog of examinations to be held.

6. That the Civil Service Commission develop a closer relationship with departmental heads to discuss problems confronting such department heads dealing with the various aspects of personnel administration.

7. That, if possible, establish age limitations in junior classifications in order that younger people may be recruited in entrance positions of basically a beginning or training character.

If the above recommendations are effected, a definite improvement will be noted in morale and efficiency.

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## RETIREMENT SYSTEM

The Retirement System has been in process of making several changes of an administrative nature. Such changes appear to be of sound character and should reflect in the very near future definite improvements.

In the past year the investment portfolio of the Retirement System has been improved by the sale of low yielding government bonds. This was an excellent change and the Retirement Board is to be commended because of the increase in yield on investments which will be forthcoming.

Presently the Retirement System is working on the improvement of its membership requirements and it is suggested that this matter receive high priority since its accomplishment will result in personnel savings.

It is recommended that the Retirement System make every effort to expedite the use of the newly installed electronic data processing equipment. Such use will increase the efficiency of the office as well as cut down on cost.

The study and development of forms and procedures regarding new employees should be pursued with the Civil Service Department and the Health Service Department. The ultimate solution of this problem will result in less duplication of records as well as the ultimate establishment of a central record system.

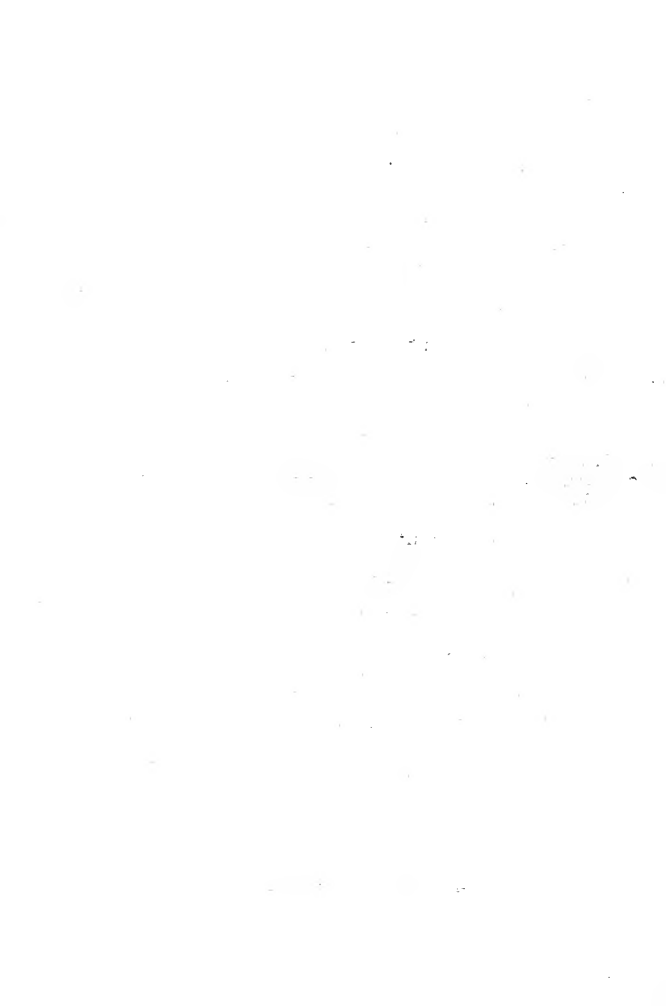
Because of the number of policemen and firemen applying for industrial disability retirement due to heart trouble and back ailments it is recommended that the Retirement System confer with the Civil Service Department for the purpose of reviewing and strengthening of medical standards to be met and passed by new policemen and firemen. Such strengthening of medical standards undoubtedly will result in the recruitment of better qualified applicants and in the long run will reduce the cost of industrial disability retirements to the city.

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## HEALTH SERVICE SYSTEM

The Health Service Board consists of three elective members and four others: an Insurance man appointed by the Mayor, a Doctor of Medicine appointed by the Mayor, the City Attorney or his representative, and the Chairman of the Finance Committee of the Board of Supervisors.

Membership in System -- 47,732 employees and their dependent



## HEALTH SERVICE SYSTEM (Continued)

are enrolled in the four plans offered by the System. Plan I is the City Plan operated by the System wherein the System pays the bills, i.e., doctors, hospitals, laboratories and members.

Plan II is the Kaiser Plan. Plan III, Ray E. Harris, M.D. and Staff, and Plan IV is the Bay Medical Group. These are closed panel types of operations wherein you must go to their doctors and are referred to their hospitals. They are paid each month by contract, so much per head as reflected in yearly contracts effective July of each year.

The Health Service is divided into five divisions:

1. Executive, 2. Membership, 3. Medical Claims, 4. Tabulating, and 5. the Mail and Supplies Division.

Budget amounts necessary for payment of claims each year approximates \$5,000,000.00. The employee pays 56.5% and the City contributes 43.5%.

Retired members pay the same as active members, as the City makes up the difference in costs under the retired subsidy change as voted by the electorate last year.

Rates are developed each year by the Board and are carefully gone over by a firm of actuaries, employed by the System on a yearly contract.

It is mandatory that one belongs to the System if he or she is a member of the retirement system, with certain exceptions. You may be exempt with a salary of over \$8500 per year, religious reasons, or other medical coverage approved by the Board.

The one thing the System is trying to do is to become divorced from the Charter provisions relating to becoming members if you are members of the Retirement System. People come and go on temporary jobs, and it is impossible to cope with the situation.

Recommend that a central personnel bureau be set up in the Civil Service with a representative from Health Service and Retirement to take care of the entire situation from a central source.

Albert P. Loustau, Chairman  
Manuel R. Hipps  
Walter J. Murray





## BOARD OF PERMIT APPEALS

It is the recommendation of this Committee that the Board of Permit Appeals continue to function in the same fair and unbiased manner that has been characteristic of its work during the past number of years. It serves the people of this City in an important function in hearing matters concerned with the issuance or denial of permits by various city departments.

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## LIBRARY

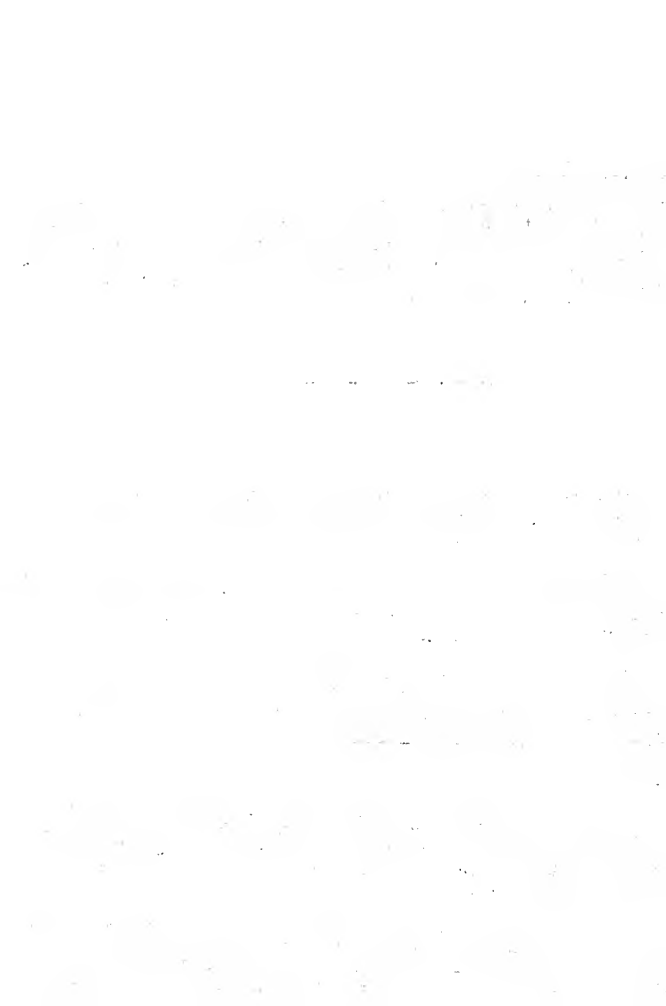
Our library system is an important adjunct to our educational system, as well as, a source of enlightenment and entertainment for the people of this City.

The pilferage of books and other materials from the library reduces the usefulness of the library as an adjunct to our educational system and as an effective medium of enlightenment and entertainment for our citizens.

The library can reduce this pilferage by maintaining an increased security program, but complete halt to this pilferage will only occur when each citizen realizes that the library is a public library not a personal library.

## RECOMMENDATIONS

1. Sufficient funds, and personnel be provided and the necessary ordinances initiated to provide the library officials, the police, and the courts, with the necessary organization and power to substantially reduce the pilferage of books and other materials from the library.
  2. That arrangements be made with the San Francisco Water Department and other public service organizations to include a mailing piece that would help dramatize the losses that occur through pilferage of books and other materials from the library.
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#### WAR MEMORIAL:

No specific recommendation is to be made at this time, but based on the observation of this Committee it is the feeling that the War Memorial Trustees are performing a tremendous task in the management of the facilities under their control and supervision. This Committee would especially commend the Managing Director for his part in carrying out the directives of his Board of Trustees.

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#### LEGION OF HONOR:

This Committee would recommend to the Board of Supervisors that sufficient monies would be provided for the following items:.

1. The restoration of Gallery Number 10.
2. Additional parking space.
3. Additional storage space for materials connected with the operation of these facilities.

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#### ART COMMISSION:

It is the observation of this Committee that the members of the Art Commission work very closely with all civic groups in the interest of cultural aspects of civic beauty.

The tireless effort of this Commission is to be commended.

There are no specific recommendations.

Mrs. Hazel M. Mibach, Chairman  
J. Russell Lane, Sr.  
Arthur J. Therien.



## PUBLIC UTILITIES

San Francisco Water Department The Committee upon examining the properties and operations of the Water Department, Hetch Hetchy Project and International Airport, were greatly impressed by the efficiency exemplified in all Departments, and not in the least is the obvious fact, these Departments not only show profit to the City and County of San Francisco in their operations, but reflect an increasing asset value.

The City and County of San Francisco is served by a network of local reservoirs, strategically located throughout the City to adequately service the various Districts; all of these reservoirs are linked together by a grid of mains. Within the City is Lake Merced which could supply approximately two billion gallons of water in an emergency, through the use of a pumping station, which the Committee noted was efficiently maintained.

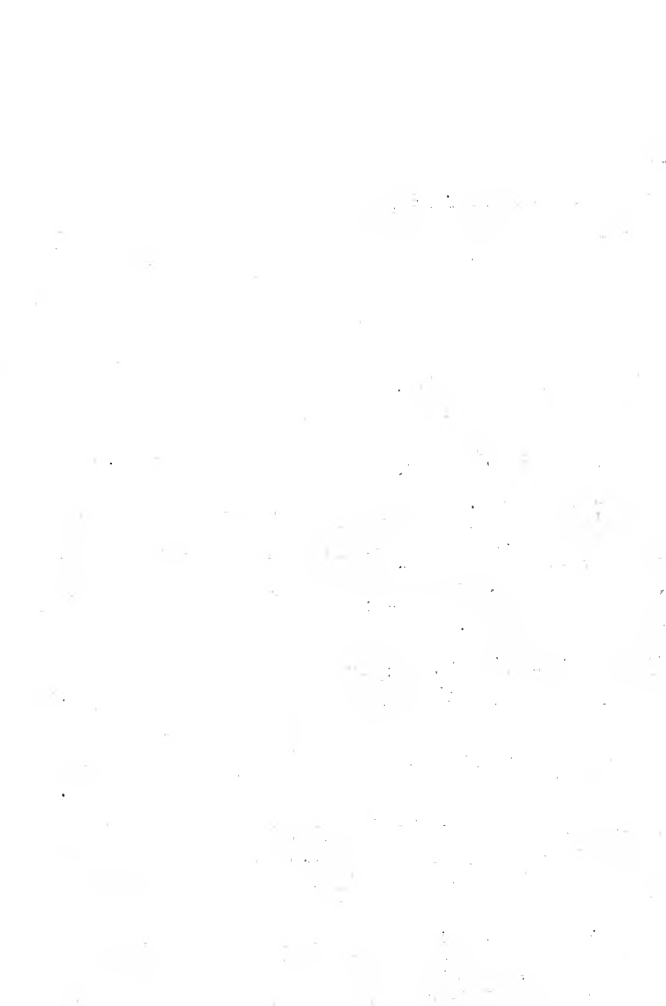
It is impossible to visualize any emergency where the need of water in any District could be denied. While San Francisco deliveries amount to an average of 37.72 million gallons daily, 91.46 gallons daily is the amount consumed by our suburban counties. Of this total, 69% of this water originates from Hetch Hetchy. The balance is derived from local production and storage in the Peninsula and Calaveras Reservoirs.

Surrounding communities including practically all cities and towns in San Mateo County; to Palo Alto, Mountain View, Sunnyvale, Los Altos, Milpitas and unincorporated areas in the northern part of Santa Clara County as well as the City of Hayward, the Alameda County Water District and various consumers in Newark, Sunol and other small deliveries south of the City of Hayward, are supplied directly from the several transmission and supply lines.

Thousands of field and laboratory tests were made during the year concerning the water treatment and its sanitary control. All the water served to San Francisco is flouridated. The contract for preparation of the plans and specifications for the Sunol Water Filtration Plant has been entered into.

The Committee was duly impressed by the agricultural operations and land leases under the direction of the Manager of the Agricultural and Land Division of the San Francisco Water Department which indicate a gross revenue that approximates one-half million dollars a year.

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## PUBLIC UTILITIES (Continued)

HETCH HETCHY The annual inspection tour by the Committee in company with other members of the Grand Jury and Public Utilities Commission Officials of the vast empire embracing the water and power developments of Hetch Hetchy was indeed a revelation which cannot be described in detail in less than a book-length report. It is doubtful that many would take time to digest such a comprehensive report, hence it is the object of this Committee to alert those particularly involved in its maintenance, advancement and development to actually visit this operation completely, prior to establishing policy or program.

The grandeur and beauty of the Hetch Hetchy and Cherry Dam Water properties are breathtaking in their distinctive allurements. Such scenic development could only be envisioned by practical, far-thinking people at the turn of the century and of which we can be grateful for its advancement by others of such ilk in later years. In the inspection of the Hetch Hetchy Dam and the Canyon Power Project tunnel which will subsequently provide additional electrical power output in addition to that provided currently by the Moccasin and Cherry Power Plants; it establishes definite proof of the dedication of San Francisco Officialdom. Very few cities of equal size are in such a potential position. It is extremely doubtful that San Francisco could under present circumstances and conditions undertake this entire venture, with today as a starting time; therefore it is imperative that these vast natural resources be utilized, expanded and exploited to the utmost.

Because of the priority water claims by the Turlock and Modesto Irrigation Districts, the Cherry Water Dam supply is primarily used for such purpose, while the Hetch Hetchy water supply is basically for drinking purposes. While these water bases are remotely placed in the High Sierras and comparatively few people visit them, it is possible to develop the Cherry Dam Area into a highly frequented recreational paradise.

It is both noteworthy and surprising of the very few people that are required for the complete manning and operating of the power and water facilities of the Hetch Hetchy development and this can only be reflected by the skilled management which in its motivation of giving the most for the lowest cost to the people of San Francisco exemplifies a job well done.

The Committee is extremely appreciative to the Officials of the Public Utilities Commission, as well as others which helped make the inspection trip enjoyable as well as informative.

## RECOMMENDATIONS

1. That the merger of the Water Department and the Hetch Hetchy be expedited in the interest of efficiency and economy.
2. That the San Mateo water sheds not be opened or used





### HETCH HETCHY (Continued)

for recreational purposes in the interest of the general public, because of pollution danger as well as other problems caused by the congregating masses of people.

3. That with the new location of the Corporation Yard at Newcomb Avenue and Quint Street adjacent to the Purchasing Department's Central Repair Shops; a study be made for the purpose of unification of shops where similar activities are in progress thus reducing the duplication of supervision and equipment.

4. A study be made for the fleet purchase of cars, trucks and other automotive equipment from one manufacturer which would greatly reduce the overall cost of parts and service.

5. That the Board of Supervisors be required to visit the Hetch Hetchy Properties in each year following the election to the Board, in order that the Board Members be fully conversant and familiar with all the operational facilities of the vast Hetch Hetchy water and power empire.

6. That recruiting of young engineering administrators with adequate compensation provided in order that no break in the continuity of employment and efficiency be made by mandatory retirements.

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### AIRPORT:

San Francisco International Airport's growth since it was dedicated in 1927 is amazing for a City that ranks twelfth in size, with an airport that now is rated the fourth major air hub in the nation. This was achieved not by accident, but through long range planning of many civic-minded people and public servants. The Manager of the Public Utilities Commission and the Manager of the Airport and their staffs are to be commended for maintaining and developing the facilities of this Airport.

San Francisco historically has always been a port of call for cargo and people who have traveled the world's ports from the early sailing days to present day fast steam and diesel propelled ships. It was recognized by our able civil officials that in the evolution of travel, steps would have to be taken in the fast moving air and space age to meet the complexities required by such mode of travel.

San Francisco International Airport is the key to the continued economic growth of the entire bay area. Because of its

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## AIRPORT (Continued)

strategic location, it is unique in providing quick and adequate transportation from the Airport to the Peninsula Cities as well as San Francisco; as compared to other major jet airports. The Airport's program of expansion to accommodate between 15 and 18 million passengers a year by 1975 is a multi-level parking garage linked to the two terminals by underground tunnels served by a series of escalators, stairways and elevators. Construction of the first segment to provide for 2,350 cars of what eventually is to be an 8,000 car garage, the world's largest, is underway, financed by a \$9.8 million airport garage bond approved by the people of San Francisco.

The Central Terminal which was dedicated in August 1954 has been implemented by the addition of a South Terminal which will increase the Airport's passenger capacity to approximately 10 million annually. The passenger traffic in 1962 totaled 5.7 million which is double the number ten years ago. It should also be noted that the air freight load has been practically tripled in this same period. The South Terminal completed in September 1963 at a cost of \$8.5 million is designed to meet the fast and expeditious needs of the jet age. Underground fueling of jets at the pier terminals reduce the excess movement of aircraft, thus speeding up the operation and reducing the cost to the 18 airline tenants of the airport.

The Airport is virtually a City within itself, providing its own fire department and policing services, although located within San Mateo County. The security police are hired by the Airport and deputized by San Mateo County. All fines collected for violations at the Airport are divided, two-thirds to South San Francisco and one-third to San Mateo County for judicial costs. While these services are a definite requirement for the successful and efficient operation of the Airport, remedial steps should be taken through legislation to correct what is recognized as an inequitable arrangement for handling fines. The Airport provides employment for approximately 16,000 persons with an annual payroll in excess of \$120 million. Approximately \$80 million is poured into Peninsula Communities where 75% of the employees live. Besides this economic effect, in terms of payroll, San Mateo County's greatest concentration of taxable wealth is at the Airport, deriving approximately \$1.2 million last year in taxes from Airport properties which will increase as improvements are made.

Noise abatement which is a major problem to many major airports, is not considered an insurmountable problem here, as only one side of the Airport is a threat and this has been minimized by controlled development which could be reflected in industrial properties. Also technological improvements in aircraft will result in shorter take-offs and noise reduction.

It is significant that the Airport is one utility that San Francisco can be justly proud, for while it not only provides uncomparable satisfactory service, which is recognized by world



## AIRPORT (Continued)

travelers but is not a financial burden to the City, as the profits are being utilized for additional expansion as well as improvements which in turn serve more people and bring a greater return.

## RECOMMENDATIONS:

1. The Committee reaffirms that Legislative action should be taken in order to give more equitable distribution of fines levied of which San Francisco currently receives none although the Police Security costs are fully borne by San Francisco.
2. That scientific and technological surveys be made in addition to any legal requirement to provide full satisfaction on noise abatement.

Fred L. Martin, Chairman  
Simon Hymes  
Anthony S. Nocita.



## ADULT PROBATION

The following is the observations, opinions and recommendations of the Adult Probation Committee:

It is noted that a tremendous work load is placed on the twenty-five probation officers handling the duties of the Adult Probation. During the year, 3,466 investigations were handled and more than half are pre-sentence investigations. Other duties include supervision of Probationers, collection of funds, investigations for modification of jail sentences and handling special investigations. Each probation officer handles approximately 230 probationers, which is considered more than twice the capacity of efficient performance to render better service to courts and community.

During the past year, \$720,263.00 was collected by this office. It is the observation of this committee that if additional staff is allowed that it will become self-sustaining by the mere fact that more efficient service will be rendered and more revenue will be collected for child and family support. This burden would eventually have been placed on the welfare department and would have a bearing on our tax rate since the mothers and children would become charges of the City by way of our relief rolls.

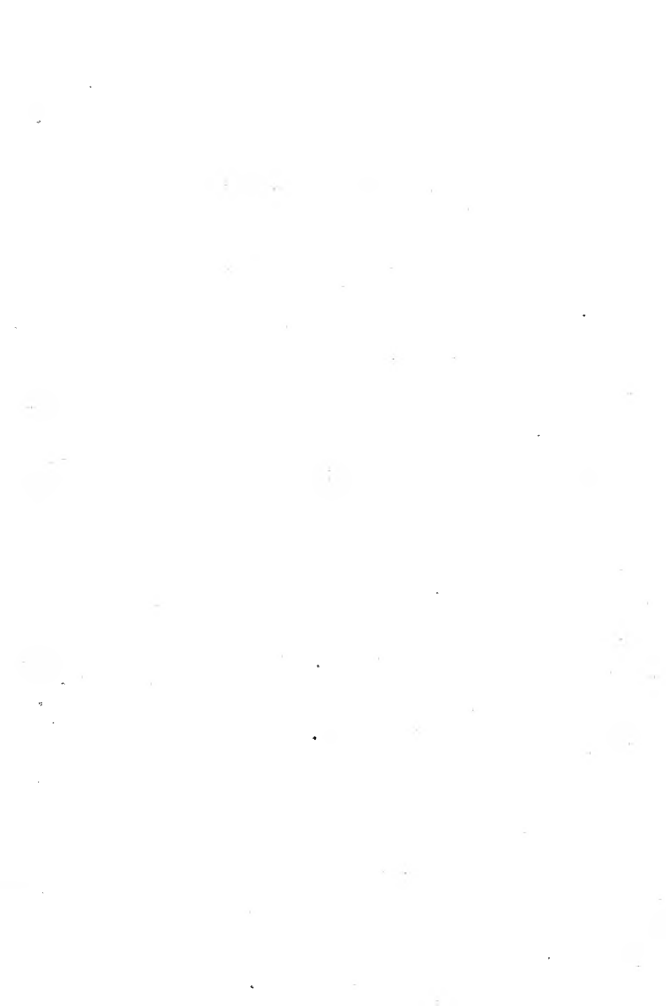
As a result of added legislation instituted at the last session of the Legislature, Section 139.5 of the Civil Code was added relative to the support of children in a divorce action. The Court may direct that payments be made to the Probation Officer, County Clerk, or any other County officer the Court designates. In this case, the additional duties befell our heavily burdened Adult Probation Staff.

Caseloads have more than doubled in the past eight years with only a slight increase in staff.

## RECOMMENDATION

That sufficient probation officers and necessary secretarial staff be given consideration to the addition of this department which is more than self-sustaining and places the surplus in the City's General Fund.

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## YOUTH GUIDANCE CENTER

This final report is being submitted after a year-long observation and visits of all facilities connected with Youth Guidance Center.

This committee noted the overcrowded condition existing at Youth Guidance Center and feels that this condition should be corrected and have the support of officials and departments toward this end. In our opinion, this condition can be eased by the construction of a Jr. Log Cabin Ranch for boys age 10 through 14 years. This facility can be constructed on the City-owned property at La Honda. It is through this rehabilitation type Jr. camp that we may be able to correct any wayward attitudes and assist in preventing a further delinquent and statistic for Youth Guidance Center.

We feel that there is a great need for enlargement or new construction of California Youth Authority to handle the cases that have been tried and committed to Youth Authority. These commitments that must stay at Youth Guidance Center are a part of the cause of overcrowded condition.

Another area of possible relief is to have an intake officer on duty on weekends with authority to admonish and release where minor misdemeanors are noted and a citation issued for a court appearance with family. Welfare and Institutions Code in part.... to preserve, and strengthen the minor's family ties whenever possible removing him from the custody of his parents only when his welfare or safety and protection of the public cannot be adequately safeguarded without removal.

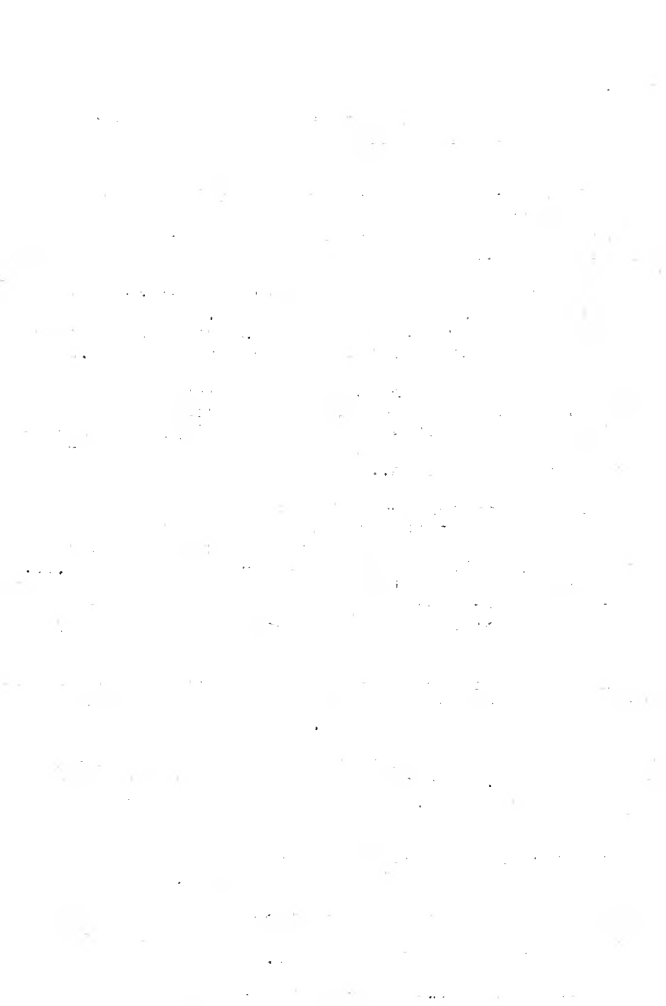
Encourage a probation officer and counsellors review training course given by recognized authorities with rehabilitation techniques for both parents and children.

Counselling should start within a few days after hearing with the Judge or referee. Sorrow is usually present after a bad deed and proper counselling could be more effective immediately than after a lapse of time.

Boys with homosexual tendencies in our opinion should have medical care and placed elsewhere if at all possible.

This committee would like the adoption of the subcommittee report on Juveniles and Juvenile Delinquency and have it incorporated and made a part of this final report.

In the Non-delinquent--neglected children cottages a definite overcrowded condition exists in the present three cottages and in our opinion functional obsolescence is evident by its present usage. We wholeheartedly recommend that these unfortunates be removed, preferably to foster home care, and if, out of necessity institution-type care is necessary that thought be given to complete removal from the present site to remove the stigma of neglected



## YOUTH GUIDANCE CENTER (Continued)

children and delinquents and Youth Guidance Center.

Either a new or remodeled facility to house them under one roof with wards and in proper age groupings and homelike atmosphere where children can participate and have useful duties. There are many occasions where children of the same family are separated into different cottages. A common dining room and recreation-reading room for normal atmosphere. Education is of utmost importance in the structure of a good society and it is urged that outside education in our public schools be considered for proper learning. Present education is on a half-day basis and with mixed ages in same classrooms. We feel that outside education would be most healthy, even if only for a short-stay period prior to placement in a foster home.

Our commendation to a very hard-working Judge and staff and auxiliary.

## RECOMMENDATIONS

### DELINQUENTS:

- 1) Construction of a Jr. Log Cabin Ranch for boys 10 through 14 years.
- 2) Encourage proper authorities to investigate the need for enlargement of Youth Authority or construction of an additional facility.
- 3) Recommend as many probation officers that the budget will permit to properly handle the heavy case load now existing.
- 4) Encourage probation officer and counsellors review training course.
- 5) Commence counselling immediately after hearing by Judge or Referee.
- 6) Proper care for boys with homosexual tendencies.
- 7) Counselling, file cards with progress report of counsellor and date of counselling and remarks. Copy of file card and progress to be forwarded with boy or girl to future commitment. Will also be an aid for future counselling for repeaters.
- 8) Adoption of Grand Jury sub-committee report on Juveniles and Juvenile Delinquency and made a part of this report for consideration and recommendation.

### NON-DELINQUENTS -- NEGLECTED CHILDREN:

- 1) Placement program for foster home care.
- 2) Consideration be given for removal from stigma of Youth Guidance Center and/or remodeling of new quarters under one roof and not in separate cottages.
- 3) Outside education in public school system, permitting a more normal environment.

Angelo F. Mazza, Chairman  
James Bracisco  
Anthony S. Nocita  
Fred L. Martin



## ASSESSOR:

The assessment rolls for the City and County of San Francisco reached a record total of over \$2,000,000,000 for 1963 which reflects the healthy condition of San Francisco property, an increase of over \$48,000,000 over last years assessed valuation.

LAND DIVISION: The assessed valuation of the City was reported at over \$369,000,000 showing an increase of over \$4,000,000 over last year. The land division this year will be completing the last phase of the five year program to revalue land parcels throughout the County.

BUILDING DIVISION: Building valuation in San Francisco reached about \$800,000,000 in the 1963/64 season which represents an increase of over \$35,000,000 over last year's valuation. Records show during the year over three hundred (300) structures were demolished with a loss of over \$400,000 in assessed valuation due to Federal, City, and State acquisition of formerly taxable property.

TANGIBLE PERSONAL PROPERTY DIVISION: The roll figures show an assessed valuation of over----\$300,000,000 for this classification, an increase of over \$7,000,000 over last year.

INTANGIBLE PERSONAL PROPERTY DIVISION: Solvent credits comprising trade accounts receivable amounting to over \$600,000,00, an increase of over \$3,000,000 over last year's figures.

VETERAN'S EXEMPTION: Our investigation into abuse by a minority of claimants revealed that the number are very small owing to the form that has to be filed under oath. This abuse has been so great in other Counties that it has come to the attention of the State Legislature and as a result the State Board of Equalization held a special meeting to consider adoption of a more standardized form. The affidavit used by the San Francisco Assessor's office was considered adequate by this Grand Jury.

PUBLIC INFORMATION SERVICE: In the past the Assessor has consistently requested funds to establish a public information bureau to print and mail brochures to the citizens for better public understanding of the assessment functions. The request for funds to accomplish this purpose has been submitted annually and has been as consistently omitted by the Mayor in his review of the Assessor's budget. We recommend that this fund be considered.

E.D.P. For the first time this year the Assessment Rolls have been run off on E.D.P. computers with great success



ASSESSOR (Continued)

While much property has been taken off the tax rolls by Federal, State and the Redevelopment Agency creating a loss of tax revenue, the Assessor is confident that in the future with better and bigger structures to be built more taxes will be realized than ever before.

Commendations to the Assessor and his staff.

Arthur J. Therien, Chairman  
Manuel R. Hipps  
Walter J. Murray





## DIRECTOR OF FINANCE AND RECORDS:

### TAX COLLECTOR:

This Committee visited with the Tax Collector, who outlined the duties and activities of his office. We recommend the following actions be taken:

1. That the large island in the middle of the Tax Collector's office, formerly used by tellers but now abandoned, be removed.
2. That the present yearly bicycle tax of fifty cents be changed to a one-time purchase tax of \$3.00.
3. That the box shelving on the easterly wall of the Tax Collector's office, unused for many years, be removed.
4. That some form of ventilation be installed to improve working conditions for the staff.

### REGISTRAR OF VOTERS:

This Committee visited with the Registrar of Voters, and makes the following recommendations:

1. That a filing fee be established to discourage persons who do not belong to any of the political parties from filing for elective office and thus require that special adjustment be made to the voting machines. Also, that the number of sponsors required for filing for elective offices be increased.
2. That measures be taken to change the polling hours from 7:00 A.M.--8:00 P.M. to 7:00 A.M.--7:00 P.M. This would conform to the procedure adopted by most of the counties in the state.
3. That the side walls and roof of the area in the municipal car barn where the voting machines are stored be painted white in order to improve the lighting.

### PUBLIC ADMINISTRATOR-PUBLIC GUARDIAN:

The duties of the Public Administrator and the Public Guardian are combined and under the direction of the Public Administrator. The Public Administrator acts as administrator of the estates of deceased persons who die intestate or where an executor has not been named or is unable to act. The office of Public Administrator pro-



DIRECTOR OF FINANCE AND RECORDS: (Continued)

PUBLIC ADMINISTRATOR-PUBLIC GUARDIAN(Continued)

duces considerable revenue through the collection of fees.

The Public Administrator in his capacity as Public Guardian acts to protect the estates of incompetents and collects fees for this service.

At the present the two offices are in separate locations and should be combined for more efficient operation. The Public Administrator informs this Committee that with some additional help he could render better service and increase the revenues of the office.

SEALER OF WEIGHTS AND MEASURES:

Under the management of the Sealer this department is charged with the responsibility of enforcing the laws covering weights and measures as well as enforcing the State Business and Professions Code. This Committee was impressed with the manner in which these duties are carried out.

AGRICULTURAL COMMISSIONER:

This Committee wishes to commend the Agricultural Commissioner and his small but efficient staff for the excellent manner in which they have carried out the duties of this department, along with the supervision of the Farmer's Market.

COUNTY CLERK-RECORDER:

The County Clerk gave this Committee a resume of the duties of his department. These consist of recording all documents, maintaining voluminous files---most of them on a permanent basis---and acting as depository trustee for court funds.

Most of the fees collected by the County Clerk-Recorder are set by state law and have not been revised for many years.

RECOMMENDATION: That legislation be encouraged and enacted to increase these fees,

Recently the Presiding Judge of the Superior Court requested this Committee to confer with the County Clerk in an effort to improve the then existing method of filing papers destined for the Probate Department, The Law and Motion Department, and The Domestic Relations Department. As the result of several conferences a new system was evolved which has speeded up and corrected past discrepancies and better serves the Courts, the Attorneys, and the public.



DIRECTOR OF FINANCE AND RECORDS: (CONTINUED)

COUNTY CLERK-RECORDER (Continued)

COURTROOM CLERKS - CRIMINAL DIVISION - HALL OF JUSTICE.

Due to recent changes in the law the work load of clerks in this division has been greatly increased. Only by cutting their lunch hour and frequently working on weekends are they able to keep abreast of their many duties. They deal with people's lives and accuracy is most important. Under present conditions this is almost impossible.

RECOMMENDATION: That one additional court clerk and one typist be assigned to this division.

RECORDER'S OFFICE: About 75% of the documents filed with this office are by title companies. These are picked up following the recording. A large part of the remaining 25% filed by the public are never reclaimed. Consequently a huge file of uncalled for documents has accumulated over the years. The City Attorney has ruled that these documents cannot be destroyed. Finding storage space for them has become a major problem. This situation could be relieved by allotting funds to the Recorder, which would enable him to return the recorded instruments by mail. This service is provided by all counties in the Bay Area except San Francisco. This method of returning the documents has worked very well in other counties.

DIRECTOR OF FINANCE AND RECORDS:

This Committee has called on the Director and has no recommendations, other than to commend the smooth operation of this department.

ELECTRIC DATA PROCESSING: The introduction of electric data processing into the work of many of the departments mentioned in this report will take place shortly. Undoubtedly it will speed up operations and effect revisions of procedure. A saving in labor costs should result.

Walter J. Murray, Chairman

Jack Fletcher

Fred F. Barlettani.



### PLANNING COMMISSION:

Never before in San Francisco's history has planning been so vital. With the steady dwindling of available building sites, and the ever rising tax load placed on real estate demanding more productive buildings, the need for careful zoning is paramount.

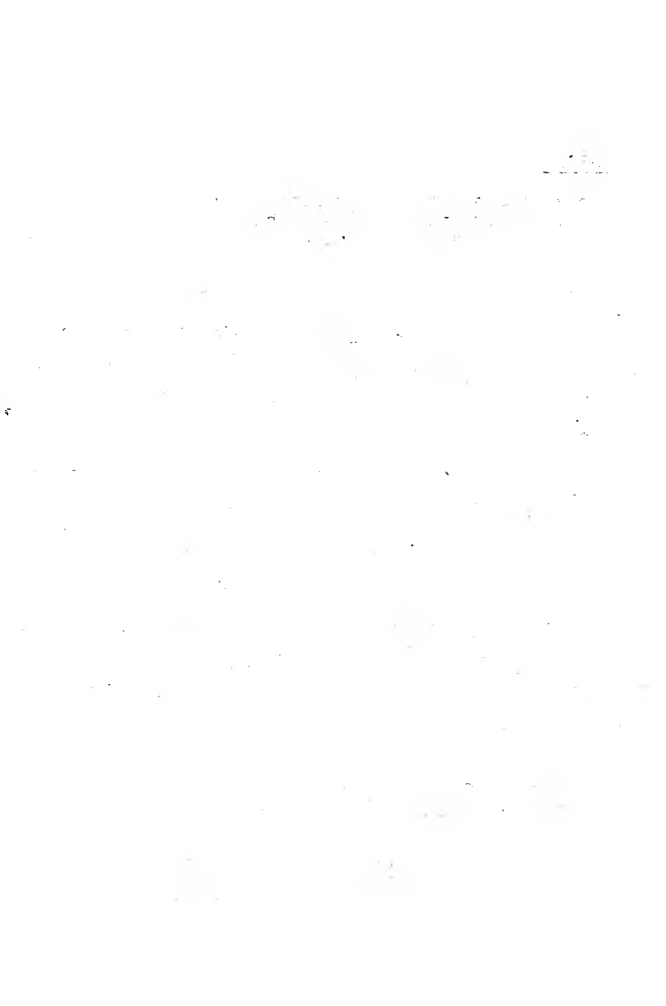
Evidence of this is currently being brought to light by the present controversy over the R-3 District, permitting the maximum density to the detriment of surrounding neighborhoods. To quote a significant paragraph from a recent report on this matter by the Planning Commission itself: "Those concerned in the building of low rise apartments--the Builders, the Lending Institutions, and the purchasers--have not shown a long term interest in the buildings or in their affect on the future of the City."

The Planning Commission wishes to institute another zoning classification: R-3.5, which will decrease the density in certain areas where it is found R-3 is incompatible with the present neighborhood pattern. Strong opposition is apparent from Builders, Lending Agencies, and some land owners, but in neighborhoods that are being over-run by R-3 buildings, public sentiment appears to be strongly in favor of modifying R-3 Classification.

When the blanket zoning of large areas into the R-3 was first proposed, the Planning Commission was against it, but were over-ruled by the Board of Supervisors at the time. Before more damage is done it is felt that this whole picture of R-3 should be re-examined and careful consideration be given to the requirements of the people. Few, if any, of these R-3 structures are built for long term investment.

This Committee supports the Planning Commission in its endeavor to substitute R-3.5 in certain areas of the City.

Jack Fletcher, Chairman  
Harry Sweet  
Mrs. Hazel M. Mibach.





### DISTRICT ATTORNEY:

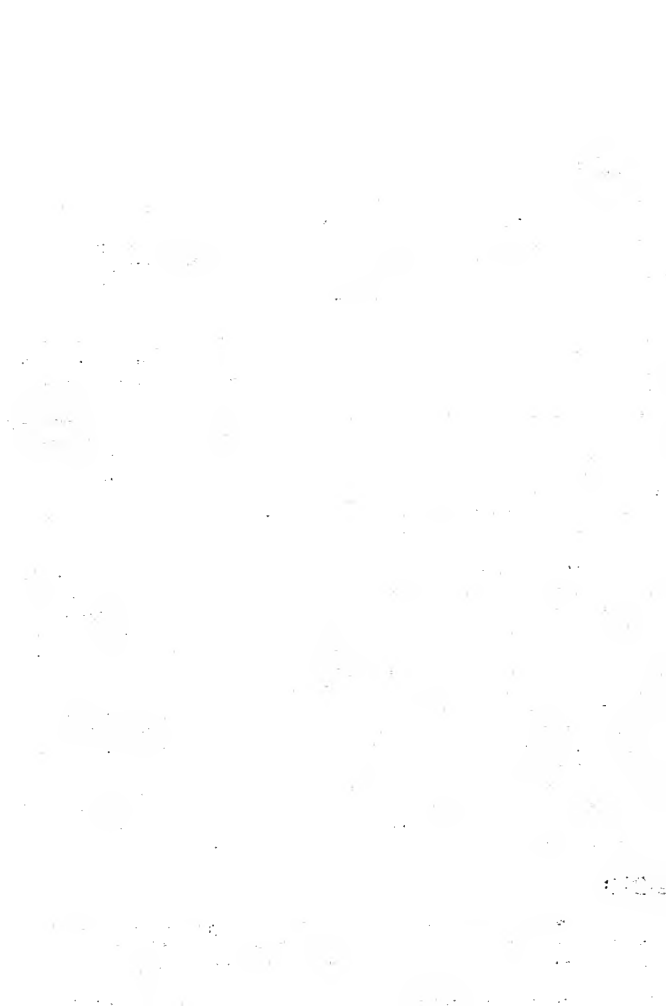
The Grand Jury has close contact with the Department of the District Attorney, principally, by reason of the criminal investigations presented to the Grand Jury each week by the office of the District Attorney. The Grand Jury as a whole is well aware of the heavy case or work load so expertly handled by the office of the District Attorney and his very competent staff.

In connection with the criminal investigations, alone, the Grand Jury has returned 215 indictments involving 321 defendants and heard the testimony of 836 persons during the past eleven months. Preparing these cases was a monumental task for the office and staff of the District Attorney. Also, there is an noticeable increase in felony cases being processed thru the Superior Court with indications that a fourth department may be required in the Criminal Division of the Superior Court. This and other criminal matters indicates an ever increasing case or work load. This Committee wishes to commend the District Attorney for his able administration and legal knowledge in directing the affairs of his office.

This Committee favors a change in Section 34 of the Charter which states in part, "...Each assistant attorney in the offices of the city attorney, the district attorney and the public defender must, at the time of his appointment, be qualified to practice in all the courts of the state and must have been so qualified for at least two years next preceding his appointment."...This requirement quite severely encumbers internal operations of the various public agencies involved because it prevents them from employing a larger number of young qualified attorneys in starting positions in their offices. There is no reason for not considering leading law school students upon graduation for starting positions in these offices. Many excellent attorneys are lost to public service on account of this two year requirement, because an attorney after he has gained two years experience in other legal fields does not want to begin again in a starting position for a starting salary.

### RECOMMENDATIONS:

1. That the Board of Supervisors initiate legislation to make necessary changes in Section 34 of the Charter eliminating the two year requirement for attorneys under qualified conditions.
2. That if a fourth department is added to the Criminal Division of the Superior Court, the office of the District Attorney should be granted two new positions for trial deputies.



## SHERIFF:

This committee along with other members of the 1963 Grand Jury visited the jail facilities under the direction of the Department of the Sheriff, which provides custody and care for three general types of prisoners; (1) Prisoners charged with felonies, during the course of their trial; (2) Federal Prisoners on contract; (3) Misdemeanants serving sentences up to a maximum of one year. The daily average of prisoners committed to the County Jail for a specified offense has risen with some minor fluctuations, from 834 in the 1956-57 period to 991 in the 1962-63 period.

Upon the approval of eight new guard positions (deputy sheriffs) as of July 1, 1963, the Sheriff moved all felony prisoners to the Hall of Justice County Jail, which has a capacity of 296 felons and covers 60,000 square feet of floor area. The confinement of felony prisoners should be frequently reviewed, as felony commitments have risen on a yearly basis from 715 in the 1956-57 period to 1,857 in the 1962-63 period. Also, the greater number of prisoners that can be confined and the greater area that has to be secured at the Hall of Justice can present problems.

All the work of laundry, janitorial, food preparation, and other housekeeping chores at both the County Jail and City Prison (police) is done by inmates under direction of the Sheriff's Deputies. In fact, "consolidation" has been substantially in effect, with new duties added to the Sheriff's responsibility. Daily food cost of three meals is 58¢ per inmate, with a considerable portion of the food raised on the jail farm.

This committee would offer commendations to the County Parole Board, under the Chairmanship of the Sheriff, for the constructive work in the rehabilitation of released prisoners.

## RECOMMENDATIONS:

1. Continuation of the Alcoholism Clinic at San Bruno, which has been very effective and enjoys an outstanding record.
2. That personnel requirements of the Department of the Sheriff be given the utmost consideration in the face of increasing number of jail commitments, and the fact that the legal department of the Sheriff's office, on a yearly basis, processes over 30,000 legal documents and provides transportation and custody for approximately 2,000 mental patients.



## CITY ATTORNEY:

The City Attorney has a staff of 34 deputies which is inadequate to handle the increasing legal work of the City and County, with lawsuits being filed against the City and County at the rate of three per day. During the fiscal year of 1962-63, alone, the office of the City Attorney settled or tried 746 lawsuits. These suits were finally settled for an amount less than one and one-quarter million dollars, yet these same suits were originally filed for an approximate \$17,000,000. The City Attorney and his staff are to be commended.

In addition to the actual trial or settlement of lawsuits, the office of the City Attorney has considerable work in investigation, depositions, and conferences. Also, it is the duty of the Office of the City Attorney to prepare and present written and oral opinions for the various officers and commissions of the City and County. The staff of legal stenographers and investigators necessary for this background work is presently insufficient.

It is the opinion of this Committee that the present office space allocated to the Office of the City Attorney is not sufficient and adequate to properly conduct the legal business of the City and County of San Francisco.

## RECOMMENDATIONS:

1. That the City Attorney be allowed to employ on an emergency basis at least two additional deputies and that the City Attorney should request at least four additional deputies in the next budget.
2. That the City Attorney should be allowed to employ at least two more legal stenographers and sufficient investigators on an emergency basis and should request at least four legal stenographers and sufficient investigators in the next budget.
3. That the City Attorney be allowed, immediately, to purchase modern office equipment for the proper and adequate handling of the work-load.
4. That additional and modern equipped space be allocated to the Office of the City Attorney.

Fred F. Barlettani, Chairman

J. Russell Lane, Sr.,

Angelo F. Mazza



DE YOUNG MUSEUM

This Committee wishes to compliment the Board of Trustees, its officers and staff, for the outstanding work they have done in the management of the museum, generally, and specifically for their endeavors in bringing cultural, artistic, and historic displays to the Museum. It is an endeavor worthy of San Francisco.

This Committee recommends that special consideration be given to the request of the Board of Trustees of the Museum for monies sufficient to reconstruct a building to replace the warehouse which is presently to be demolished.

James Bracisco, Chairman

Albert P. Loustau

Harry G. Sweet





## PUBLIC WELFARE DEPARTMENT:

This Committee feels that while the burden of proof of need and eligibility is necessarily on the applicant, that there is strong indication that when the elements of eligibility are present, there are many cases where because of the possible lack of initiative and follow-up technique on the part of particular case or social workers, supervisors, and/or clerical staff; or that the case load for particular social workers is too heavy; or that salary and promotion schedule is not equitable, causing lack of incentive; or that there is an undue "turn-over" in experienced personnel; or that liaison between social workers, supervisors and clerical staff is not effective because of the physical arrangements of the department or for other internal reasons.

As an example, this Committee has had frequent indications that in reference to the 60 day waiting period in the processing of claims for Aid to Needy Children, Old Age Security, Blind Aid, and aid to the Needy Disabled, that the clients are not always informed regarding the emergency aid that could be available to them during this period.

It would be the recommendation of this Committee, in the face of the many legislative changes in the laws affecting Public Welfare that the Public Welfare Commission would be acting prudently in authorizing a survey to be made by a competent outside organization and in requesting the Board of Supervisors for the necessary funds to complete this work. It is the recommendation of this Committee that this survey when completed should be given intensive study by the Public Welfare Commission.

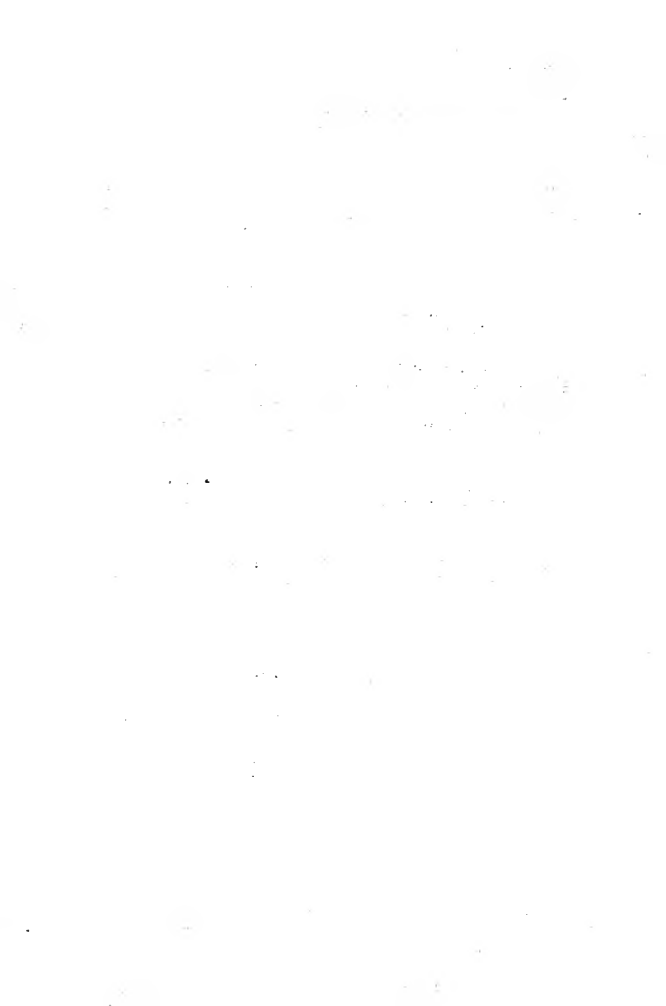
This Committee would recommend that in addition to those matters that the Welfare Commission would suggest, that the survey should include most of the following points:

1. Evaluation of the present and current increase in state population generally, to determine its effect on San Francisco and as to whether this will bring about an increase in welfare clients due to over-balancing of classes.
2. Evaluate the present employment trends to determine the possible effect on present and future welfare needs.
3. Evaluate the staff "make-up" --- supervisors, case or social workers, clerical assistants---to determine personnel qualifications and whether the number of employments is sufficient to efficiently handle and control present welfare client's claims and the possible increases in the near future.



PUBLIC WELFARE DEPARTMENT:(Continued)

4. Determine the possibility of using intern or trainee social workers or advanced clerical workers for the paper and detail work, so that the social workers would be as free as possible to utilize their specialized skills.
5. Evaluate the "turn-over" in personnel and endeavor to determine the factual reasons for this percentage. Determine whether this is normal as compared to other localities comparable to San Francisco.
6. Evaluate salary standards and civil service recruitment practices. Determine whether increased salary ranges would attract social workers with intensified experiences in various welfare areas.
7. Evaluate the possibility of recruiting outstanding graduates from social service schools to intern or train with the possibility of forming the basis for lists of eligibles for civil service examinations and relieve the experienced social workers of details and paper work.
8. Evaluate methods of assignments for social or case workers, supervisors, clerical staff positions on the basis of qualifications and experience.
9. Evaluate the present physical arrangements of the Public Welfare Department and its possible effect on the successful operation of the affairs of the department and determine feasibility of housing the department in one building.
10. Evaluate the possibility and need for increase in the amount of monies paid for foster home care. Heretofore, women with their families raised and without home responsibilities, welcomed the opportunity to share with their husbands the position of foster parents. In recent years, more and more, women with their families raised, are seeking employment in industry, offices, government, and etc. This is resulting in a diminished source of supply of foster homes and foster parents.
11. Evaluate present state legislation in reference to the amount of monies paid to welfare clients in areas like San Francisco with a high consumer price index.
12. Evaluate the procedural methods, locally, in handling clients so that all persons are treated equally and all information necessary for the successful handling of their cases is revealed to them.
13. Evaluate the supply of housing for welfare clients. Determine a program for great liaison with the Housing Authority and other agencies.



PUBLIC WELFARE DEPARTMENT: (Continued)

While it is the responsibility of each Grand Jury to conduct their own investigations and file their own reports, this Committee would suggest to the 1964 Grand Jury that they follow up the above proposals and in light of circumstances then existing and their own findings that they would continue to assist the Public Welfare Commission in this trying field of public welfare.

James Fracisco, Chairman  
Albert P. Loustau  
Harry G. Sweet.



## DEPARTMENT OF PUBLIC WORKS

BUREAU OF BUILDING INSPECTION: There have been justifiable complaints for many years that the processing of building permits is too slow, giving rise to economic loss and hardship to property owners, contractors and the general public. It has been observed that, by law, these permits have to be separately processed by approximately six departments - a time-consuming process. These various departments check the plans and applications, generally from the same codes but from different points of view. Although it is realized that ordinances, charter, and even some State laws must be changed to effect complete consolidation of permit processing into one group, the necessary studies and recommendation of changes in the law should be started immediately to bring about consolidation of the various code-enforcing departments so that permits need only be processed by a lesser number of groups.

Inspection of existing buildings and of new construction follows a similar multiple inspection procedure by various agencies, which is wasteful and also sometimes results in conflicting requirements by different departments. The inspection should also be consolidated so that the fewest inspectors practicable should inspect a given building.

In ten years the number of permits has risen 75% and the dollar volume 250%, so the Bureau is, under present procedures, greatly understaffed, having had almost no increase in staff. The Bureau is self-supporting since the permit fees collected cover the costs, and there is now an excess of money collected. It is recommended that substantial increase in staff be provided so that the Bureau may properly perform its functions without delay to the public.

MAINTENANCE YARD: Over the past several years the facilities at the Public Works Maintenance Yard at 2323 Army Street have become increasingly strained with the addition of new functions and responsibilities and resultant increase in personnel and equipment. In consequence thereof, various efforts have been made to increase available working areas and provide larger warehouse quarters by the passage of a bond issue and through annual capital improvement appropriations.

It is recommended that previous Yard expansion plans be carefully reviewed in the light of present as well as anticipated future growth. Relocation of certain related functions to the South East Sewage Treatment Plant and the Asphalt Plant would appear to be highly desirable, and would in effect provide vitally needed expansion room for all maintenance divisions.





DEPARTMENT OF PUBLIC WORKS:(Continued)

The office space situation for the Administrative, Architectural and Engineering forces of the Department requires immediate remedial action. The employees are housed in five widely separated locations: (1) City Hall, (2) 45 Hyde St., (3) 450 Mcallister Street (4) 460 McAllister Street and (5) McLaren Lodge in Golden Gate Park. This situation is a problem to the management and an inconvenience to the general public.

The Grand Jury recommends that the Administrative, Architectural and Engineering forces be housed in a single central location convenient to the general public and to the other agencies of the government.

Harry Sweet, Chairman

Walter Murray

Anthony Nocita

Otto Weber



LAW LIBRARY:

Recommendation to the Board of Supervisors that suitable, adequate, and modern quarters be provided for the Law Library when a new Courts Building is erected.

PUBLIC POUND:

The Grand Jury Committee to the Public Pound wishes to commend the Society for the Prevention of Cruelty to Animals, (S. P. C. A.) for the splendid work they have done in the public interest in providing care for the pets of the citizens of this city and also for the extension they have made to their facilities at their own expense.

Manuel R. Hipps, Chairman

Angelo F. Mazza

William C. Williams

1911

1. The first of the following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education since the

beginning of the year 1900.

1911

2. The second of the following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education since the

beginning of the year 1900.

3. The third of the following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education since the

beginning of the year 1900.

4. The fourth of the following is a list of the names of the persons who have been

admitted to the office of the Secretary of the Board of Education since the

beginning of the year 1900.

### SUPERIOR AND MUNICIPAL COURTS:

This Committee would acknowledge the tremendous accomplishment of the Presiding Judge and the Judges of the Superior Court during the past eighteen months in reducing the backlog of jury cases on the trial calendar. During the year 1962 the backlog of jury cases on the trial calendar was increasing at the rate of 525 a month. This figure reached the peak of 4,540 cases on September 30, 1962. Since that time, there has been, not only an end to the increase in the backlog, but a substantial reduction of 1,394 cases, leaving a present backlog of 3,146 cases as of December 3, 1963.

Also, the judges of the Superior Court are to be commended for their action in bringing up to date Probate Court Administration and Practice Procedure and at the same time releasing a Superior Court Judge for trial work.

While this Committee would join in acknowledging the co-operation of the City Officials in providing space for the new Probate Court on the Third Floor of the City Hall, it would also like to point out again the great need for a new Courts Building.

### RECOMMENDATIONS:

1. That the salaries of the Superior Court Judges be increased to an amount not less than \$27,500 per year and that the salaries of the Municipal Court Judges be increased to an amount not less than \$25,000 per year.
2. That the Board of Supervisors take the initiative in performing the necessary legislation to provide a suitable, adequate, and modern Courts Building in the available area in the Civic Center for the Superior and Municipal Courts.

Manuel R. Hipps, Chairman

William C. Williams

Angelo F. Mazza









